

Business Retention and Expansion: Report on the Manufacturing Sector

March 2018



EXECUTIVE SUMMARY

This report describes findings from Business Retention and Expansion (BRE) surveys conducted with businesses in the manufacturing sector within the Columbia Basin-Boundary region between 2012 and 2016. BRE is an action-oriented and community-based approach to business and economic development. It promotes job growth by helping communities to learn about concerns of, as well as opportunities for, local businesses and to set priorities for projects to address those needs. This BRE combines the results of 125 companies, presenting a regional perspective on the manufacturing sector.

Key Research Findings

Select survey results are summarized below.

Survey Module	Finding
Company Information	The highest number of respondents came from Nelson and Area (20%), followed by Slocan Valley (12%), Revelstoke (10%), and Creston and Area.
	The quality of the product or service they produce was the most important factor for success.
	The majority of competition reported was coming from within the regional area.
	Most companies surveyed have been in business for over 20 years.
	Over half of the companies are 'growing'.
Local Workforce	Respondents reported a total of 4,221 employees.
	Employees are primarily full-time (93%), with just 4% part-time and 3% temporary.
	The majority of employers (90%) recruit their workforce locally.
	Sales and Marketing training was the area most commonly (31%) listed as key areas for training or professional development currently and in five years.
	The most critical considerations for employees are the cost of living and housing.
Sales	Businesses indicated the market for their product/service is increasing (60%) or stable (34%).
	56% of businesses report that the majority of their sales are to customers within the local area.
	The most frequent reason (87%) for purchasing products or services outside of the area is that the product is not available locally.
Facilities and Equipment	68% of businesses own the facility in which they operate.
	68% of businesses plan to expand within 3 years, with the vast majority (89%) indicating that expansion will occur within the community.
	Top barriers to expansion are financing, lack of suitable premises, and challenges identifying and accessing new markets.
Government Services	Top rated government services include access to highway/roads and access to the US border. Services with the lowest ratings include availability of buildings for lease or purchase, airport facilities, and availability of appropriately zoned land.
	The West Kootenay Regional Airport and the Kelowna International Airport are the most used airport by local businesses in the manufacturing sector.
Business Climate	The overall business climate was rated as good by most businesses, and the majority of businesses believe that the business climate will improve over the next five years.
	Business climate factors that received the highest ratings include the cultural and recreational amenities, Community Futures, and tourism services.

	Tourism related businesses were thought to be the industry that could be attracted to the region that would have the most strategic benefit to the industry, followed by manufacturing and technology businesses.
	The business competitiveness factors that are most important to respondents include affordable shipping/freight and new market development outside of region
Assessment and Plans	The overall health of their company was rated as good by 60% of businesses and excellent by 18% of businesses.
	The majority of businesses rate their risk of closing or downsizing as low.

Next Steps and Potential Action Areas

The results of this survey can be used to inform short- and long-term planning at the regional, sub-regional, or community scale. In addition, a number of businesses would benefit from follow-up support. Research findings suggest that the following action areas have the greatest potential to improve the business climate within the manufacturing sector.

Shipping & Receiving

A recurring theme was the need to improve shipping and receiving services. 15% of respondents indicated that improving shipping and receiving services would improve the services and infrastructure, and the area of greatest weakness identified by businesses was the cost associated with shipping and receiving. Affordable shipping and freight services were identified by 92% of businesses (77 respondents) as the most important action that could improve business competitiveness. Future work in this area could be undertaken to understand the specific challenges business face in this area and identify potential actions.

Workforce – Recruitment & Retention

The businesses interviewed reported a total of 4,221 employees. 93% of employees are full-time, followed by 4% part-time employees, and 3% are temporary. The size of the workforce appears stable and healthy, with 44% of businesses indicating that the number of employees at their business has stayed the same. Anticipated employment trends are also stable with the majority of businesses expecting the number of casual, part time and full time employees to stay the same or increase. The majority of businesses (90%) recruit locally. 41% of businesses indicate that they currently face recruitment challenges, 40% anticipate future difficulties, and 23% of businesses stated they did believe there were strategies that could address recruitment. Actions identified by respondents that could prove helpful include: supporting affordable housing and providing training and education. General labourers and profession/technical employees were areas where future and current recruitment efforts are needed. Related to recruitment and retention, are the critical considerations for employees identified which include the cost of living and housing.

Youth Employment

Findings indicate that employees under the age of 26 are in the minority, with just 10% of essential employees under the age of 25. Actions on this theme could involve gaining a better understanding of the reasons for the low youth employment rate, connecting local businesses with youth employment programs (federally, provincially and/or through CBT), and connecting businesses with local schools and post-secondary institutions.

Business Growth & Expansion

55% of businesses in the region report being in a growth cycle and 24% are maturing. Findings indicate a strong and stable manufacturing sector, with optimism for continued growth.

Businesses also report that employment rates are stable, and that they anticipate continued stability over the next three years. This data coupled with the general positive business climate and the optimism for the future provides a positive, stable report on business conditions in the manufacturing sector. Actions in this area could include supporting existing businesses as they plan for local expansion/growth. Support could come in the form of assistance with navigating local regulations, assistance with accessing new markets, exploring financing options, assisting with recruitment activities, and connecting businesses with resources to assist in expansion projects. These potential actions and any others should be designed to address the stated barriers to expansion which include financing, the lack of suitable premises, and identifying and accessing new markets.

Small to Medium Sized and Independent Businesses

Actions to support and encourage small and medium sized businesses could include specific training targeted to the needs of small businesses and an exploration of shared service provision in the areas of payroll, human resources, employee recruitment, bookkeeping, etc. Additional actions could include promoting existing supports available from Small Business BC and the Basin Business Advisors Program.

Supply Sourcing and Procurement

There is an opportunity to engage in discussions with local area businesses to understand what opportunities may exist to increase local supply, and actively engage existing businesses or encourage new businesses to fill that role if feasible. Strengthening the link between local food suppliers/producers and local area businesses could also be explored. A regional stakeholder round table discussion could be a way to begin the conversation to increase supply options locally. A potential related impact could be the diversification of the local economy.

Training

Improving technical training and workforce skill development is important for business competitiveness. Future initiatives could include supporting networks to help businesses identify shared training needs, increasing awareness of new trends, technologies and changes to the manufacturing sector, and working with local educational institutions to ensure local skill requirements are considered in programming.

Succession and Business Planning

Business and succession planning are critical to the health and longevity of businesses, yet only 17% of respondents indicated that they have a formal succession plan and just over half (52%) have an up-to-date business plan. Findings suggest that there are opportunities to support the business community by providing succession and business planning assistance, with some tailoring to target small to medium sized, independent businesses in the manufacturing sector. Open, instructive training sessions have the potential to provide a base level of support to a large number of businesses; however, given the importance of individual circumstances in business and succession planning, a one-on-one assistance program could result in greater overall benefit by providing a higher level of support to businesses. Any future business planning support initiatives should be aggressively advertised to ensure uptake among businesses, and may include direct outreach to those businesses identified as part of the BRE survey.

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PROJECT OVERVIEW

This report describes findings from Business Retention and Expansion (BRE) surveys of 125 businesses from across the Columbia Basin¹. These surveys were conducted between 2012 and 2016.

The BRE surveys are initiated by local community partners involved in the area of economic development, typically the local Chamber of Commerce plays a pivotal role. In most instances the BRE surveys are undertaken as part of the regular services that the local agencies provide to local businesses. The agencies then work collaboratively to help implement the recommendations identified in the BRE survey.

This report was initiated and prepared by Selkirk College's Applied Research and Innovation Centre as part of the Regional Innovation Chair's research portfolio.

The Columbia Basin Rural Development Institute (RDI) provided training, data analysis, and report writing support to participating BRE communities.

The BRE Concept

BRE is an action-oriented and community-based approach to business and economic development. It promotes job growth by helping communities to learn about the concerns of, as well as opportunities for, local businesses and to set priorities for projects to address those needs. Ultimately, communities will have greater success in attracting new businesses if existing businesses are content with local economic conditions and community support. Business development and job creation are key factors in fostering healthy and vibrant communities—depending on the characteristics of a community's economy, anywhere from 40 to 90 per cent of new jobs come from existing businesses.

A sector based report, such as this report on the manufacturing sector, allows for a regional overview. It can be used to draw attention to issues that are regional in nature and foster collaboration among stakeholders on areas of mutual interest.

Project Objectives

BRE studies typically focus on four objectives:

1. Identify the needs, concerns, and opportunities of existing businesses in order that, where appropriate, action can be taken to respond to the businesses' needs or development opportunities;
2. Learn of the future plans of the region's businesses with respect to expansion, relocation and /or retention and follow-up where assistance can be provided;
3. Demonstrate the region's pro-business attitude and develop an effective means of communication with local businesses;
4. Encourage the business community's active involvement in economic development.

¹ BRE surveys can be downloaded from: <http://cbrdi.ca/research-areas/applied-research/business-retention-expansion/>

As this BRE was commissioned by the Columbia Basin RDI the results will be circulated among local governments, economic development organizations, and manufacturing related organizations within the region. Those communities with an existing BRE will be able to compare their local manufacturing sector with the regional sector as a whole, potentially identifying new ideas and actions.

RESEARCH CONSIDERATIONS

The BRE Survey

The RDI has a licence agreement with the Economic Development Association of BC for BC Business Counts, a program that provides access to an online BRE survey, contact management, and reporting system called ExecutivePulse. Data presented in this report were collected as part of a comprehensive BRE survey that is aligned with surveys conducted by other participants in the BC Business Counts program across the province of BC. Survey data can therefore be analyzed at a community, sub-regional, regional, and provincial level.

The base survey, consisting of 94 questions, includes modules for company information, the local workforce, sales, facilities and equipment, and future plans for growth or succession. Based on feedback from a BRE regional advisory group, thirteen region-specific questions were appended to the base BRE survey. The thirteen Labour Market specific questions were added to the base survey in order to identify and address labour market supply and demand, uncover emerging labour market trends, as well as determine barriers to labour retention. 98 of the 125 manufacturing sector businesses included in this report completed the additional thirteen region-specific questions.

The Data Set

The companies that participated in the interviews were identified and selected as part of each of their communities' individual Business Retention and Expansion projects. Selection criteria differs with each community, but typically includes a review of business license information and North American Industry Classification System (NAICS) codes to ensure a representative cross section of the business community.

Subsequent to those community based surveys, the companies included in this report were identified as forming part of the manufacturing sector through an analysis of the North American Industry Classification System (NAICS) codes. A list of the NAICS codes used in this report are attached as Appendix B. A total of 125 businesses from the manufacturing sector within 17 communities from across the region were identified for inclusion in this report.

Data Collection

Researchers within each community are retained by community BRE partners to interview local companies and to enter the data gathered from the interviews into the ExecutivePulse database. On average, the interview process takes approximately 90 minutes to two hours to complete, and the data entry requires an additional hour per interview. The persons interviewed are typically either the owners of the businesses or a senior manager in the company.

Data Input, Analysis and Reporting

The people carrying out the interviews are typically responsible for entering the data into the ExecutivePulse system. The interviewers ensure that all information is maintained in a confidential

manner prior to entry into the database. The RDI is responsible for confidentiality of the information after entry into the database.

Quantitative data was analysed using descriptive statistics and qualitative data was analysed using the grounded theory method of generating key coding themes. Findings and related recommendations were assembled into this report by Selkirk College researchers.

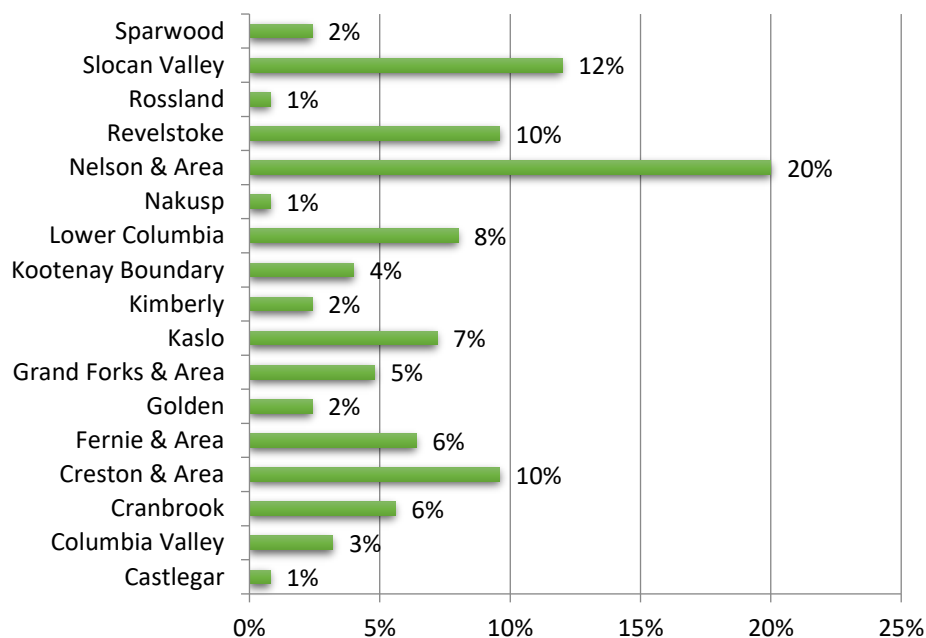
RESEARCH FINDINGS²

Company Information

Regions Represented

20% of businesses included in this report are from Nelson and area, 12% from the Slocan Valley, 10% from Revelstoke, and 10% from Creston and area.

Figure 1: Regions Represented



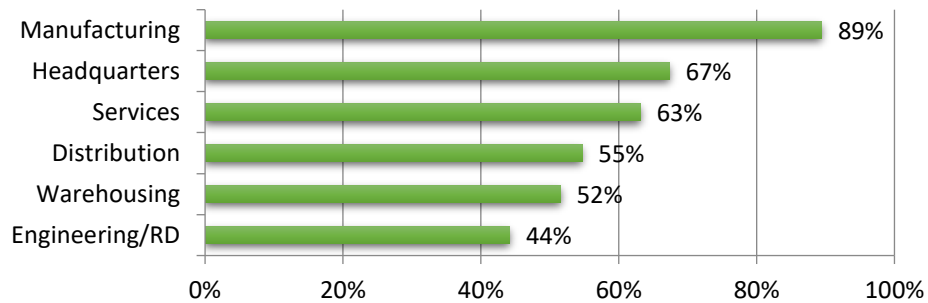
Note: 125 respondents

Facility Function

The vast majority of respondents (89% or 85 respondents) indicated that their facility is used for manufacturing. Other primary functions include 'headquarters' (67% or 64 respondents), 'services' (63% or 60 respondents), and 'distribution' (55% or 52 respondents). Fewer respondents indicated that their facility serves an engineering/research and development function or warehousing function.

² Some questions allow multiple responses, which can result in more responses than number of respondents.

Figure 2: Facility function(s)³

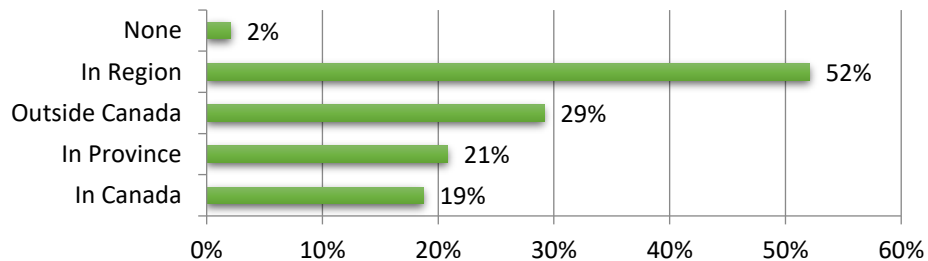


Note: 95 respondents

Competition

The majority of competition (52 % or 25 responses) reported was coming from within the regional area⁴.

Figure 3: Location of primary competitors



Note: 48 respondents

Factors for Success



When asked what factors made their company successful in this region, the highest number of respondents cited the quality of product/service (19% or 21 businesses), location (9% or 10 businesses), community support (6% or 7 businesses), and customer service (5% or 6 businesses).

Excerpts illustrating the factors that make the company successful:

Figure 4: Key words and respondents' discussions of the factors that make them successful in this region

³ Multiple functions were listed by respondents resulting in more responses than number of respondents.

⁴ Multiple competitors were listed by respondents resulting in more responses than number of respondents.

“Uniqueness of the business, as well as having a visible process. Customers can view the work being done therefore are more invested in all aspects of the learning process.”

“Growing resort community (lots of building)”

“Access to good wood and good internet. Support of the community and good employees.”

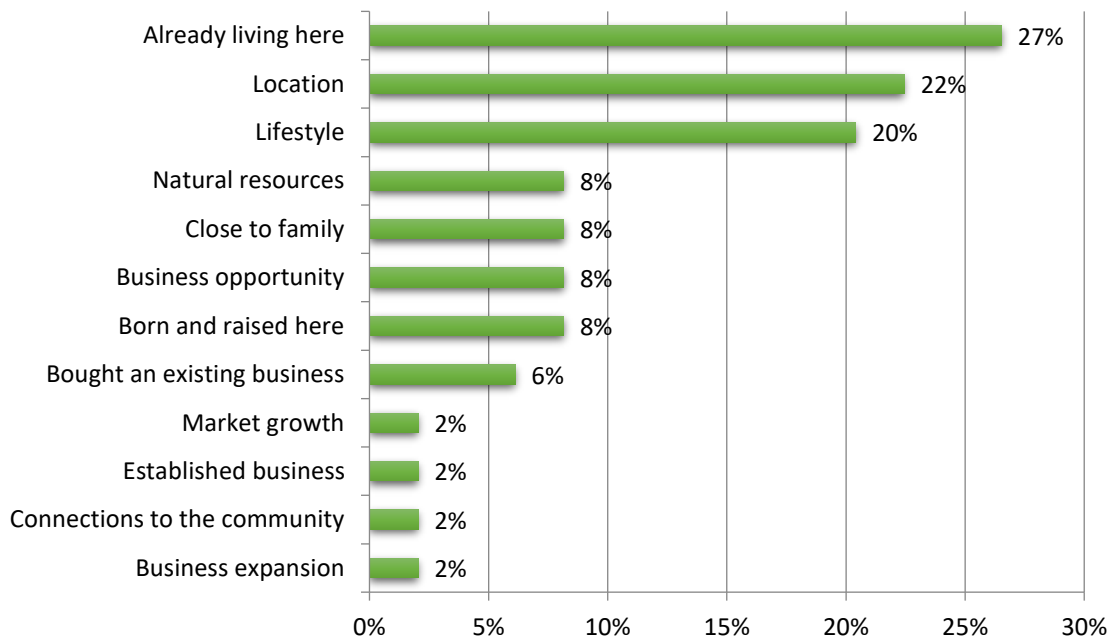
“Culture in Nelson, local support, remoteness; contributes to self-reliance for culture and entertainment.”

“Able to access an international market (market products online).”

Choosing the Location

Respondents most frequently cited the fact that they already lived in the location prior to locating the business (27% or 13 respondents) followed by the location itself was the reason for operating a business in the area (22% or 11 respondents). Respondents also indicated that the lifestyle offered was the reason for operating a business in a specific location (20% or 10 respondents).

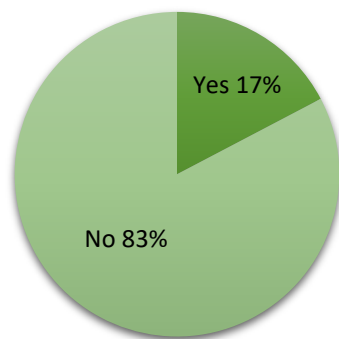
Figure 5: Choosing the Location



Note: 49 respondents

Other Locations

Figure 6: Other Locations

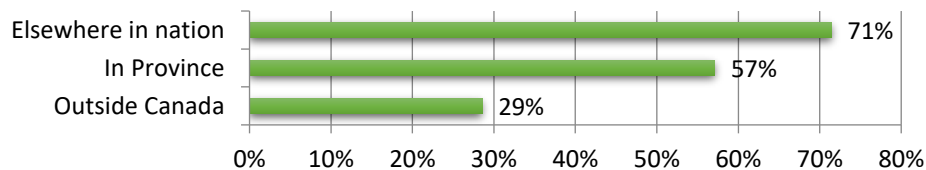


17% of respondents (18 respondents) indicated that their company has other locations.

Note: 104 respondents

57% of those other locations (4 respondents) are in other areas of the province, 71% (5 respondents) are in other parts of Canada, and 29% (2 respondents) are outside of the country.

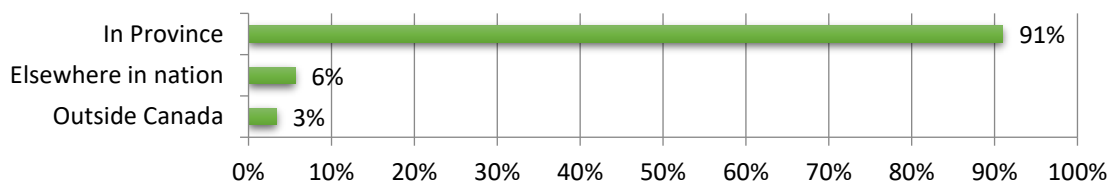
Figure 7: Location of Other Locations



Note: 7 respondents

91% (81 businesses) of respondents reported that their headquarters are located within British Columbia, 6% (5 businesses) indicated that they are headquartered in other parts of Canada, while 3% (3 business) has their headquarters outside of Canada.

Figure 8: Location of headquarters

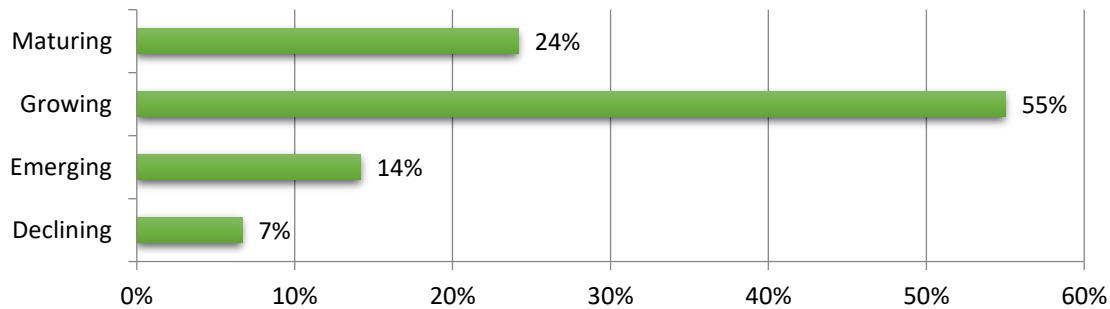


Note: 89 respondents

Age and Life Cycle Stage

Half of all respondents (55% or 66 respondents) reported that their business is in the 'growing' cycle stage. Another 24% (29 businesses) indicated that their business is in the 'maturing' stage. Only 14% (17 businesses) indicated that they are in the 'emerging' stages, and 7% (8 businesses) indicated they were declining.

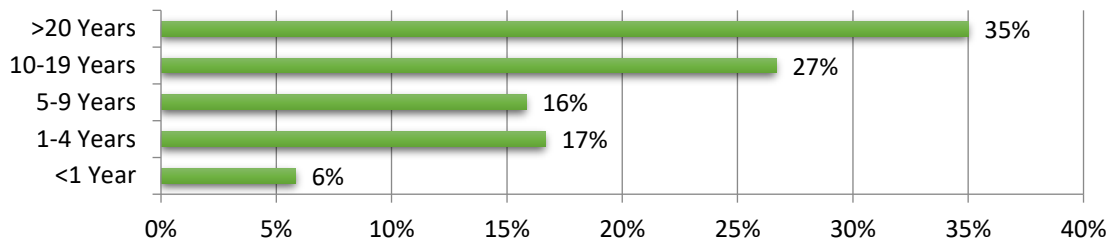
Figure 9: Life cycle stage



Note: 120 respondents

Most businesses (42 respondents or 35%) reported that they have been in business for over 20 years. A significant number reported that they have been in business for 10 - 19 years (32 respondents or 27%), while 17% (20 respondents) indicated they have been in business for between 1 and 4 years, and 16% (19 businesses) have been in business for between 5 and 9 years, and just 6% (7 businesses) have been in business less than 1 year.

Figure 10: Length of time facility has operated

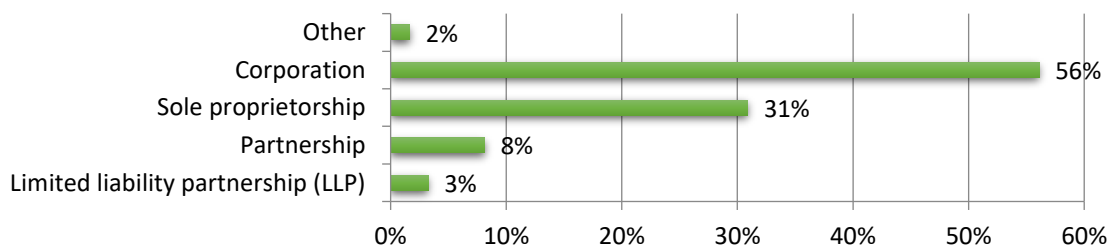


Note: 120 respondents

Ownership and Management

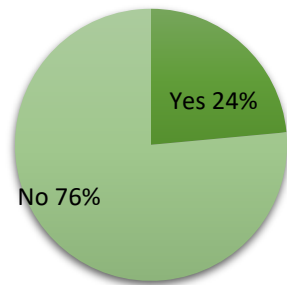
92% (109 respondents) of all companies are privately owned, with just 8% publicly owned. Most respondents (69 respondents or 56%) indicated that their business is classified as a corporation, while 31% (38 respondents) indicated that they are a sole proprietorship. The remainder of businesses identified as limited liability partnership (3% or 4 respondent), partnership (8% or 10 respondents), or other (2% or 2 respondents).

Figure 11: Type of business



Note: 123 respondents

Figure 12: Ownership and management changes in last 5 years



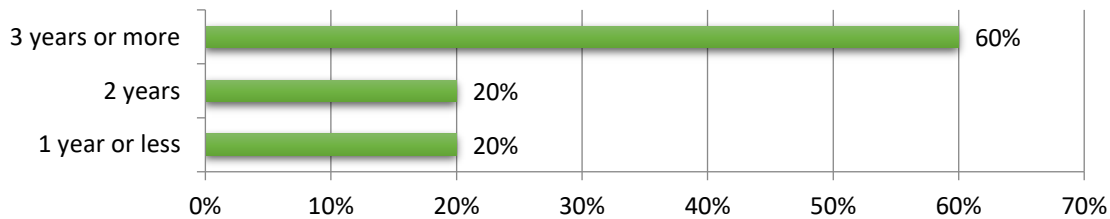
76% of businesses (91 businesses) have *not* seen a management or ownership change in the last 5 years, while 24% of businesses (28 businesses) have changed management and/or ownership over that same period of time. Just 14% of businesses (17 respondents) are expecting an ownership change in the near future. Of the 28 respondents that have seen changes in management and or ownership, 88% (23 businesses) report that the change had a positive impact.

Note: 119 respondents

Succession and Business Plans

Of the 17 businesses (14%) that responded and reported a pending ownership change, 9 (60%) expect the change will happen in 3 or more years, 3 (20%) expect the process to take 2 years, and 20% or 3 businesses anticipate it will take 1 year or less.

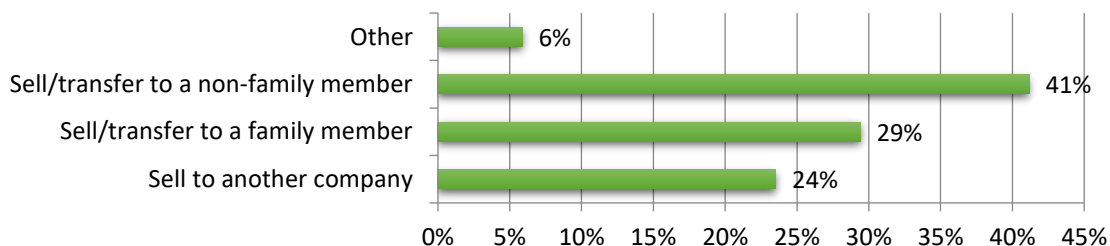
Figure 13: Anticipated timeline for ownership change



Note: 15 respondents

41% of respondents (7 respondents) expect that the current owner will exit the business by selling it to a non-family member, while 29% (5 respondents) expect it to be sold/transferred to a family member. 24% (4 businesses) expect it to be sold to another company.

Figure 14: Anticipated exit strategy



Note: 17 respondents

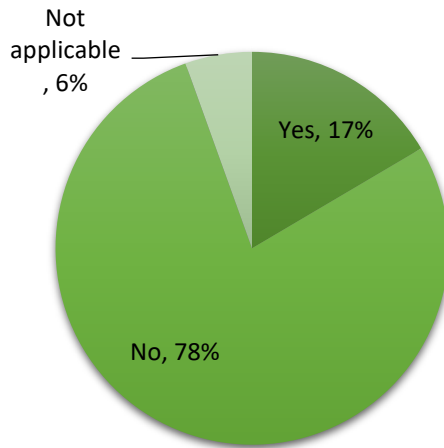


Figure 15: Existence of formal succession plan

Only 17% (18 respondents) of businesses reported that they have a formal succession plan in place, and just 22% (24 respondents) have identified a successor for their business. Of those that completed a succession plan, 62% (8 respondents) received assistance in its preparation.

Note: 109 respondents

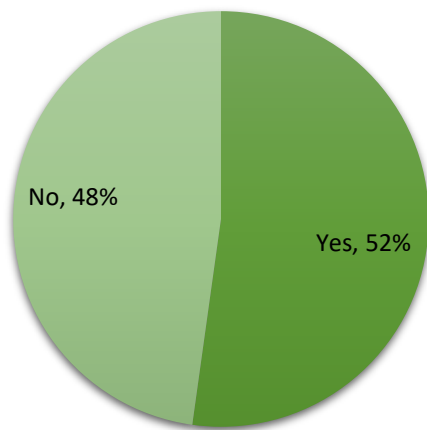


Figure 16: Existence of current business plan

Just over half of all respondents (52% or 59 respondents) indicated that they have a business plan in place.

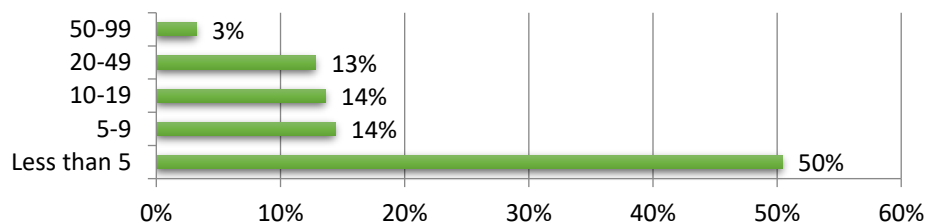
Note: 113 respondents

Local Workforce

Size of Workforce

The 125 businesses interviewed reported a total of 4,221 employees. 50% or 63 of the businesses surveyed indicated that they have less than five employees.

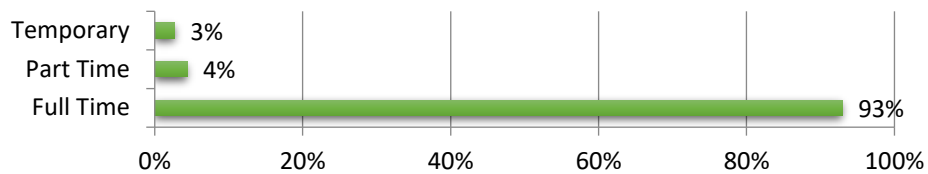
Figure 17: Total number of employees



Note: 125 respondents

93% (3,923) of employment positions at surveyed businesses are full-time, while just 4% (185) are part-time, and 3% (113) are temporary.

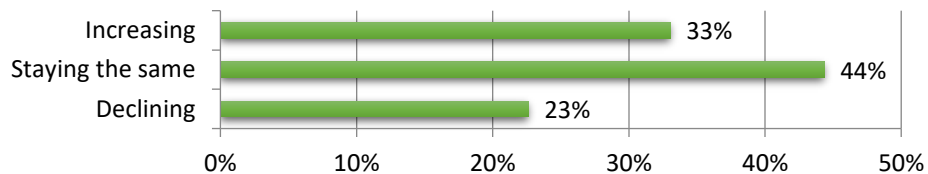
Figure 18: Nature of employment



Note: 125 respondents

44% of respondents (51 businesses) indicated that the number of employees at their business has stayed the same historically, while 33% (38 businesses) indicated that the size of their workforce has increased. 23% (26 businesses) indicated a decrease.

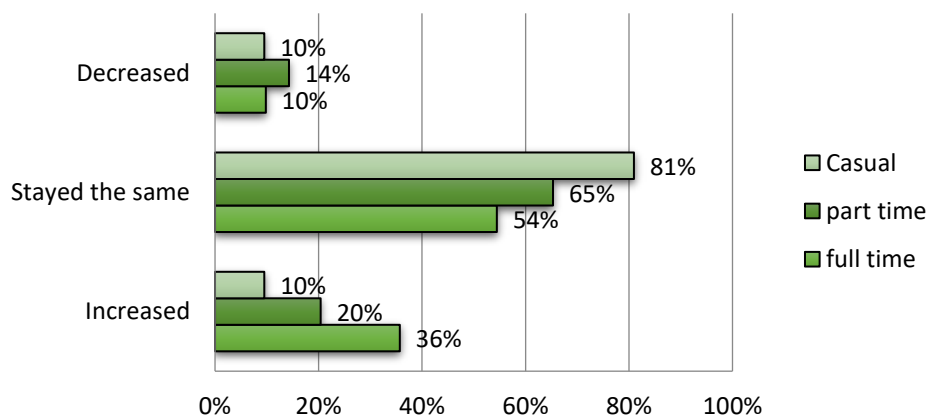
Figure 19: Historical Employment trend⁵



Note: 115 respondents

The last three years has generally seen stability in the size of the workforce, with between 54% and 81% of businesses reporting that the number of employees has stayed the same. Between 10% and 36% reporting that employment over that three year time period has increased, while between 10% and 14% indicated there was a decline. Full time employment saw the greatest increase.

Figure 20: Employment trend over last 3 years

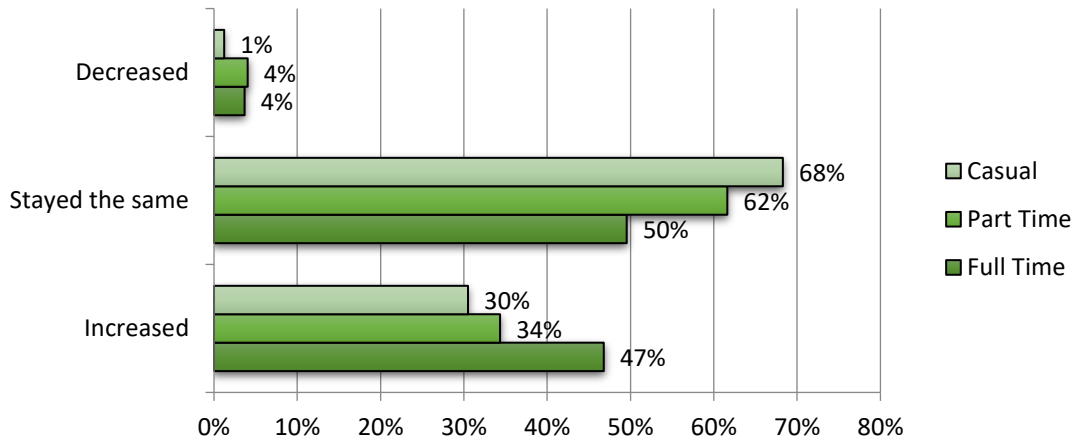


⁵ The question considered a 10 year historical trend.

Note: #of respondents varies

The majority of businesses interviewed expect the size of their workforce to stay the same over the next 3 years, with between 50% and 68% of businesses reporting that the number of employees is expected to stay the same, and between 30% and 47% reporting that employment over the next three year time period is expected to increase.

Figure 21: Employment trend over next 3 years

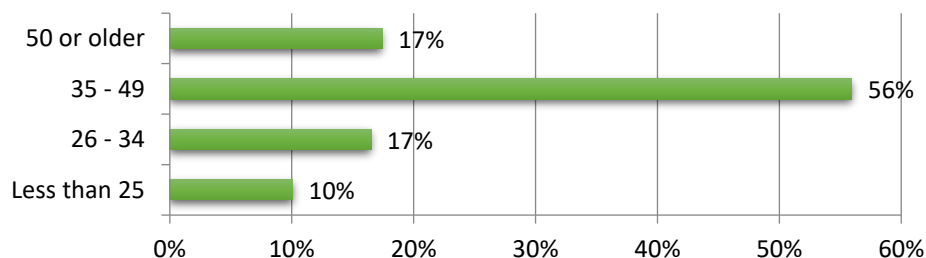


Note: #of respondents varies

Workforce Demographics

56% (61 respondents) indicated that the majority of their essential employees are between 35 and 49 years old. 17% (18 respondents) of businesses indicated that their workforce is between 26 and 34,, 17% (19 businesses) are 50 and older, and 10% (11 businesses) have a workforce under the age of 25.

Figure 22: Age of the majority of essential employees



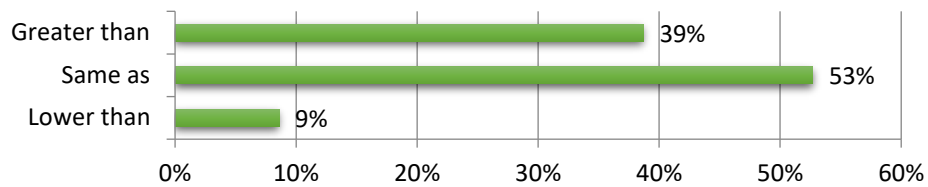
Note: 109 respondents

Wages

When reporting on average wages for skilled or professional workers, the majority of responses indicated they pay between \$20 and \$29 per hour (42% or 34 businesses) and between \$30 and \$49.99 per hour (30% or 24 businesses). The most commonly reported average hourly wage for semi-skilled workers (43% or 28 businesses) was between \$20 -\$29.99. The two most commonly reported average wages for entry-level workers (28% or 16 businesses of respondents) was between \$10 and \$12.99 (28% or 16 businesses of respondents) and \$15 - \$19.99 (28% or 16

businesses of respondents). 53% of respondents (49 respondents) reported that their wage scale is similar to other businesses in the region⁶.

Figure 23: Wages in relation to other businesses in the region

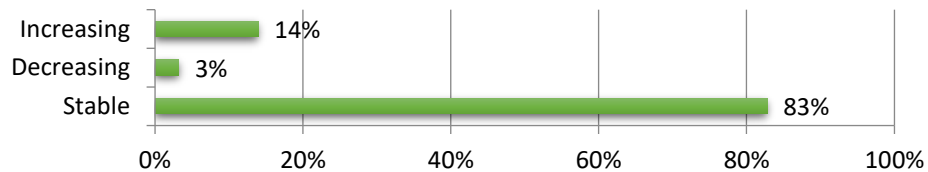


Note: 93 respondents

Recruitment and Retention

Of those businesses that responded, 83% (77 respondents) indicated that the number of unfilled positions at their company would remain constant.

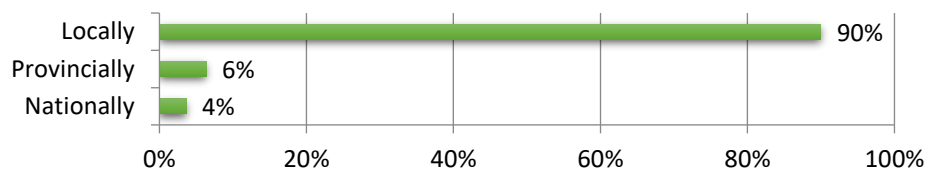
Figure 24: Trend in unfilled positions



Note: 93 respondents

The vast majority of respondents (90% or 99 respondents) reported that they primarily recruit employees from local labour markets. 6% (7 respondents) recruit provincially, while 4% (4 respondents) report that they recruit at the national level.

Figure 25: Location of workforce recruitment

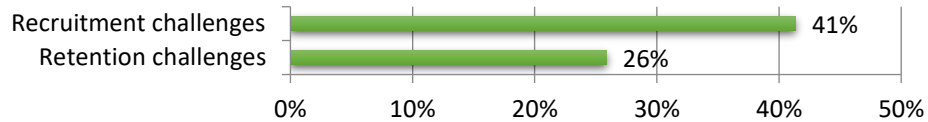


Note: 110 respondents

41% (48 respondents) indicated that they have experienced recruitment challenges and 26% (29 respondents) indicated that they have experienced retention challenges.

⁶ Detailed wage data is found in Appendix A.

Figure 26: Recruitment and retention challenges



Note: # of respondents varies

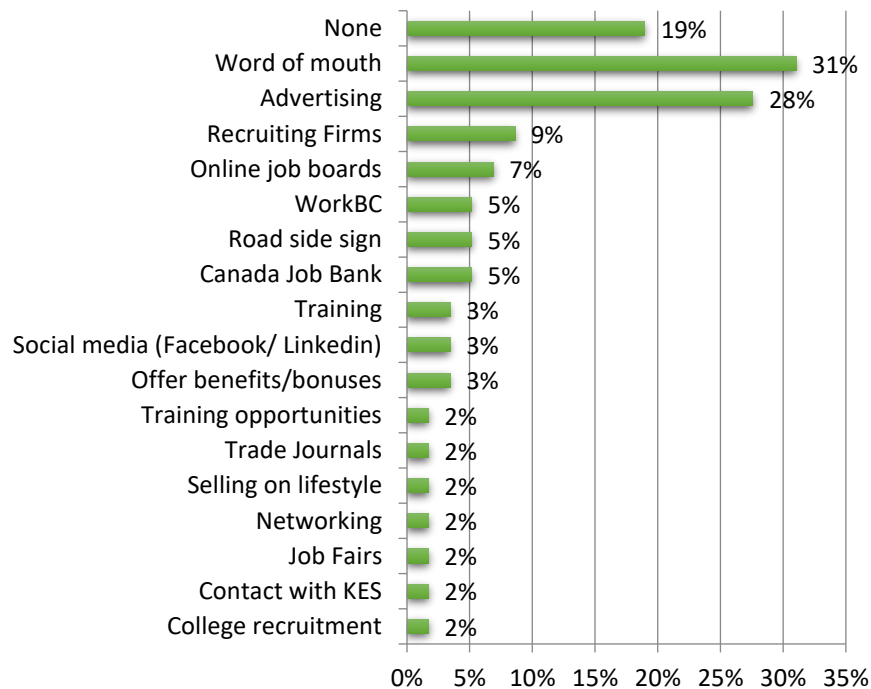


When asked what efforts their business has undertaken to retain employees, 51 businesses responded. The most frequent response was fair wages (26% or 14 respondents), followed by and benefits (17% or 9 respondents), supporting a positive environment (13% or 7 respondents), and flex time (13% or 7 respondents).

Figure 27: Key words in respondents' discussion of retention efforts

When asked what efforts businesses have undertaken to recruit employees, efforts that emerged most often were word of mouth (31% or 18 respondents) and advertising (28% or 16 respondents). Respondents also cited a variety of other means, including using recruitment firms and online job boards.

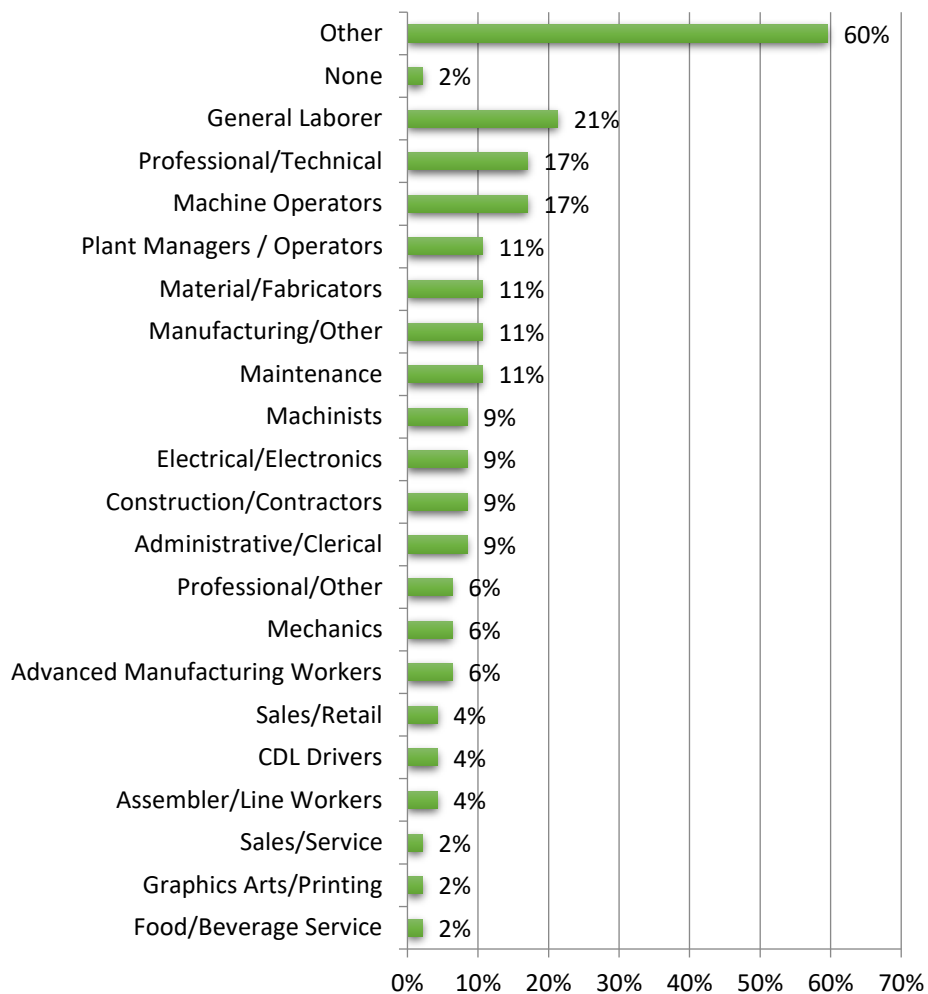
Figure 28: Recruitment Activities



Note: 58 respondents

Of the 47 companies that indicated they were experiencing recruitment challenges, the areas currently being recruited for among surveyed businesses include the general labourer (21% or 10 respondents), professional/technical staff (17% or 8 respondents), and machine operators (17% or 8 respondents). The responses included in the 'other' categories charted below are detailed in Appendix A.

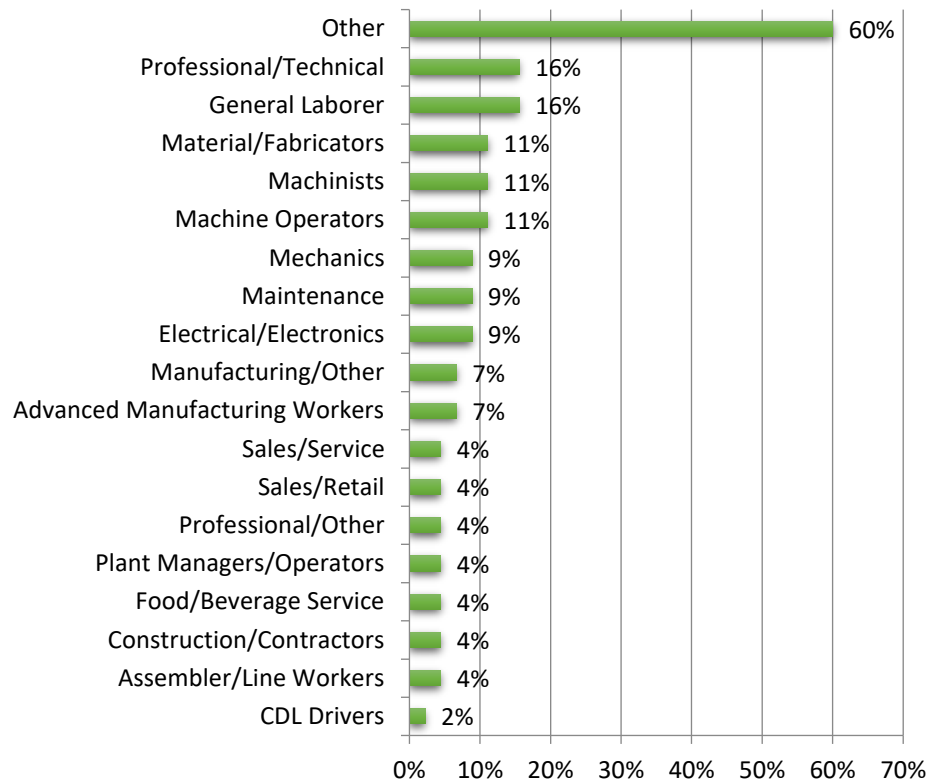
Figure 29: Current recruitment areas



Note: 47 respondents

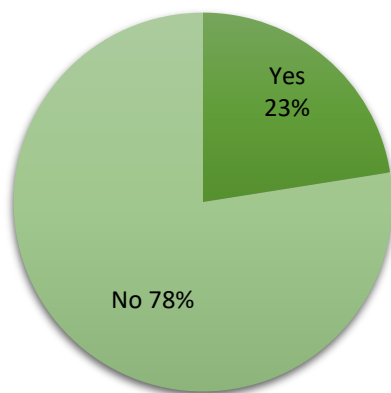
40% of respondents (46 businesses) anticipate future recruitment difficulties. The most commonly anticipated recruitment areas which may prove challenging include professional/technical (16% or 7 respondents) and general/labour (16% or 7 respondents). The responses included in the 'other' categories charted below are detailed in Appendix A.

Figure 30: Future areas where recruitment may be challenging



Note: 45 respondents

Figure 31: Strategies to overcome employee recruitment challenges



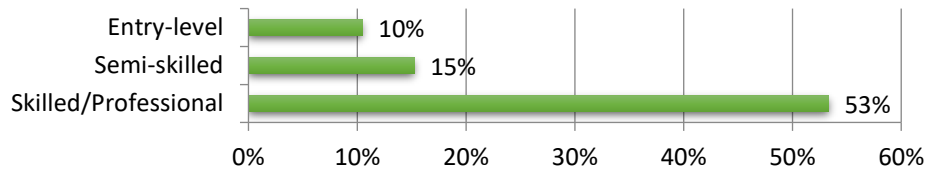
23% of respondents (9 respondents) indicated that they believed there were strategies that could be undertaken to address employee recruitment. 25% (2 respondents) believed that affordable housing would be helpful, while 25% (2 respondents) suggested providing training and education could help.

Note: 40 respondents

Skills and Training

The majority of respondents (53%) indicated that over half of their workforce is comprised of skilled or professional workers, 15% indicated that their workforce is mainly semi-skilled workers, and 10% indicated that entry-level workers make up the majority of their workforce.

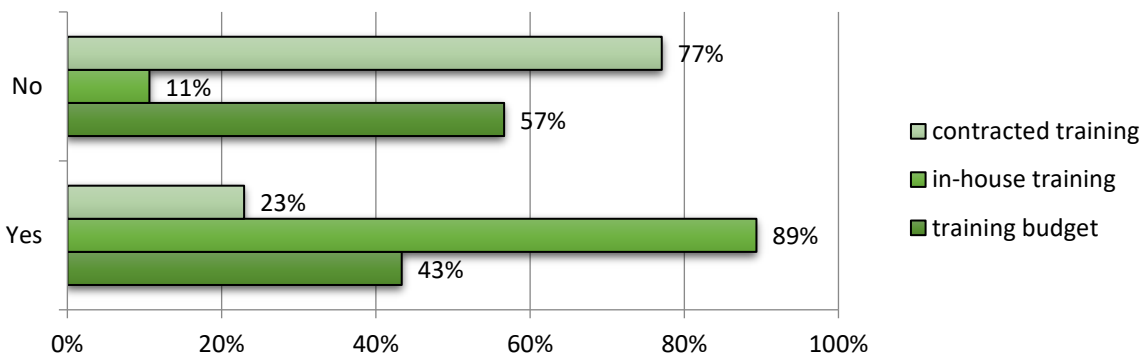
Figure 32: Skill level of majority of workforce



Note: # of respondents varies

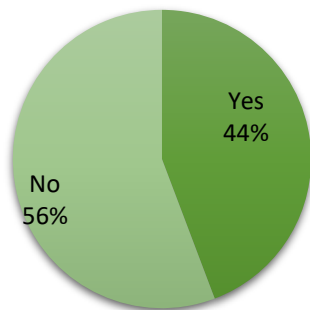
43% (49 businesses) indicated that there is a training budget to upgrade employee skills. 89% (42 businesses) indicated that their company offers in-house training, 23% (11 businesses) use contracted training.

Figure 33: Training Budget



Note: # of respondents varies

Figure 34: Awareness of any anticipated trends, technologies, significant changes that will be occurring in your industry that will require new skills



44% of respondents (50 businesses) indicated that they were aware of trends, technologies, and other significant changes that will be occurring in their industry that will require new skills.

Note: 113 respondents

79% or 92 respondents indicated that there are areas of training or professional development that would be of

benefit. Most commonly listed among these areas were sales/marketing (31% or 28 businesses), and technical training (16% or 14 businesses).

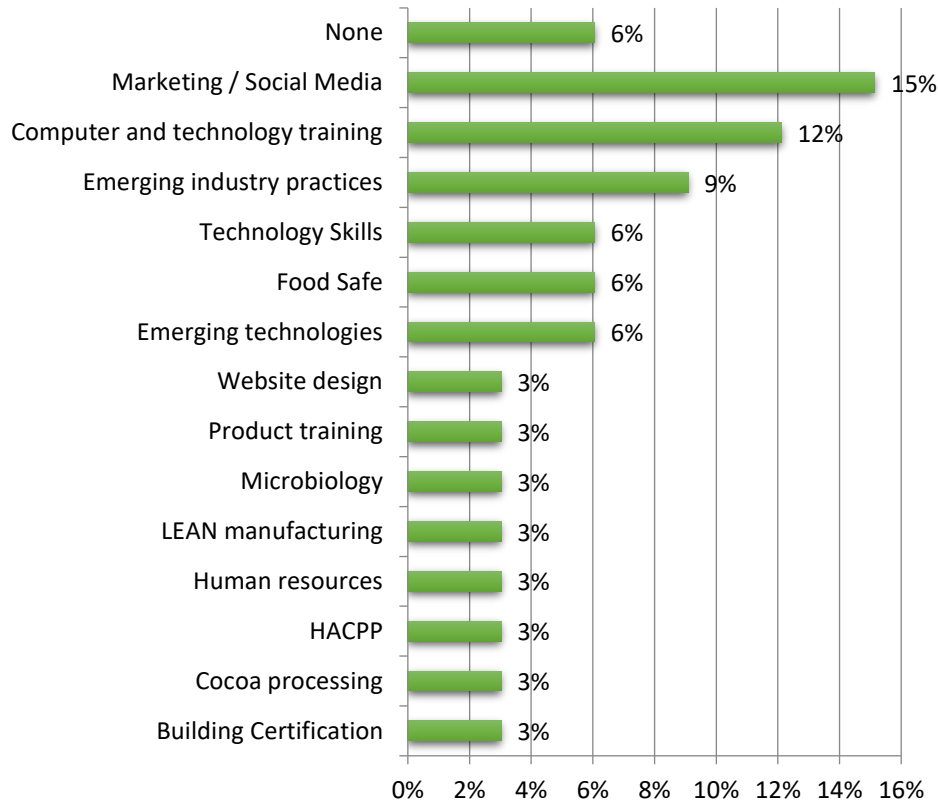
Figure 35: Training or professional development needs



Note: 90 respondents

When asked what new training might need to be considered in the next five years, the most commonly cited response was marketing and social media (15% or 5 businesses) and computer and technology training (12% or 4 businesses).

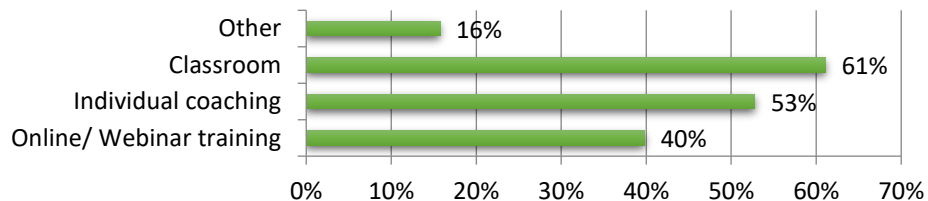
Figure 36: Areas for new Training in next five years



Note: 33 respondents

61% of respondents (66 businesses) stated that they prefer training when it is delivered through a classroom setting, while 53% (57 businesses) preferred individual coaching, and 40% had a preference for online / webinar training (43 businesses).

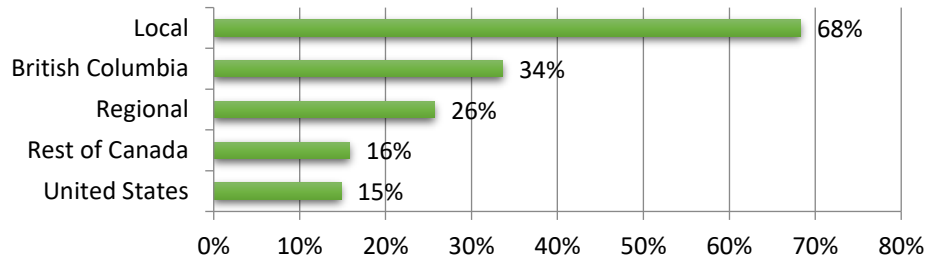
Figure 37: Preferred modes of training



Note: 108 respondents

68% of respondents (69 businesses) typically seek training opportunities that are offered locally, and 34% (34 businesses) travel to other areas in the province for their training or within the region (26% or 26 businesses). Fewer training opportunities are sought elsewhere in the country or in the United States.

Figure 38: Usual training locations



Note: 101 respondents

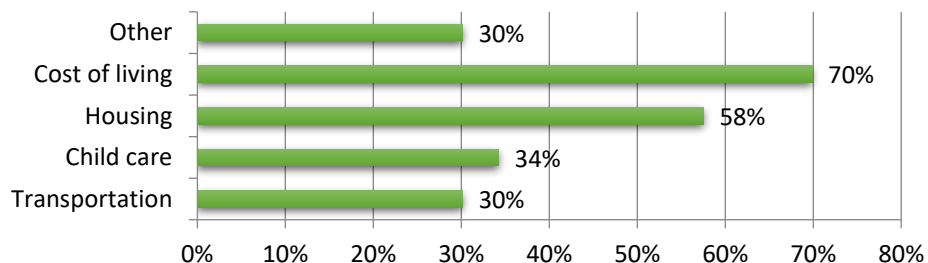
Unions

7 businesses (6%) surveyed reported that they have union status.

Employees

The most frequently cited critical issues for employees are the cost of living (70% or 51 businesses) and housing (58% or 42 businesses). Child care (34% or 25 businesses) and transportation (30% or 22 businesses) issues were also cited. For a list of factors included in the “other” category charted below, refer to Appendix A.

Figure 39: Critical considerations for employees



Note: 73 respondents

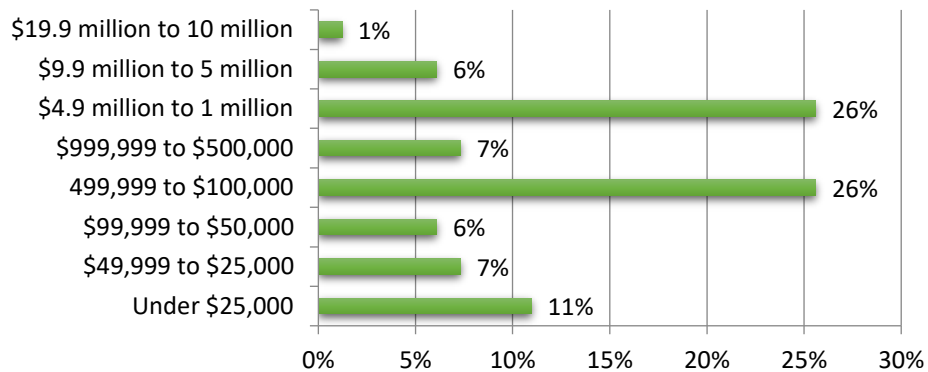
91% of businesses (72 businesses) interviewed reported that over 75% of their employees live within the community, 17% (4 businesses) indicated that 75% of the employees live elsewhere in the region, and 13% (2 business) indicated that over 75% of their workforce lives outside of the region.

Sales

Market Size and Share

The highest number of respondents (21 businesses or 26%) reported annual sales between \$100,000 and \$499,999 and \$1 million - \$4.9 million, respectively. The third highest number of respondents (9 businesses or 11%) reported annual sales of under \$25,000.

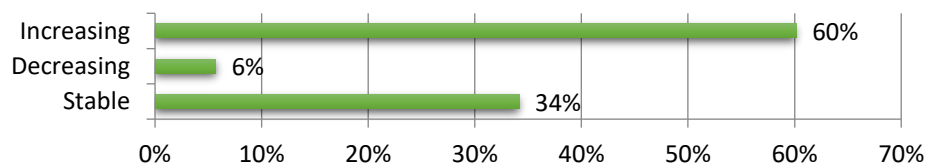
Figure 40: Annual sales



Note: 82 respondents⁷

The majority of businesses interviewed (60% or 74 businesses) indicated that the size of the market for their product or service is increasing. Another 34% (42 businesses), reported that the market is stable.

Figure 41: Status of market for product/service

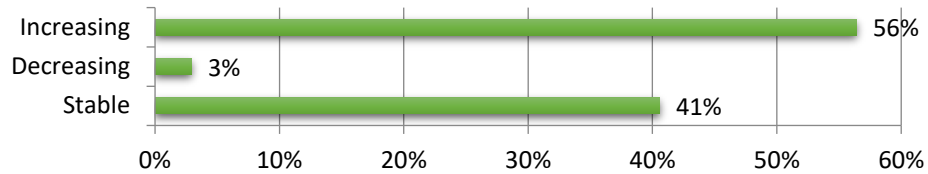


Note: 123 respondents

⁷ Note: question was optional for respondents.

56% (57 businesses) of respondents indicated that their share of the market for their product in comparison with their competitors is increasing, while 41% (41 businesses) indicated that it is stable. A small number of respondents (3% or 3 businesses) indicated that their market share is decreasing.

Figure 42: Market Share in Comparison to Competitors

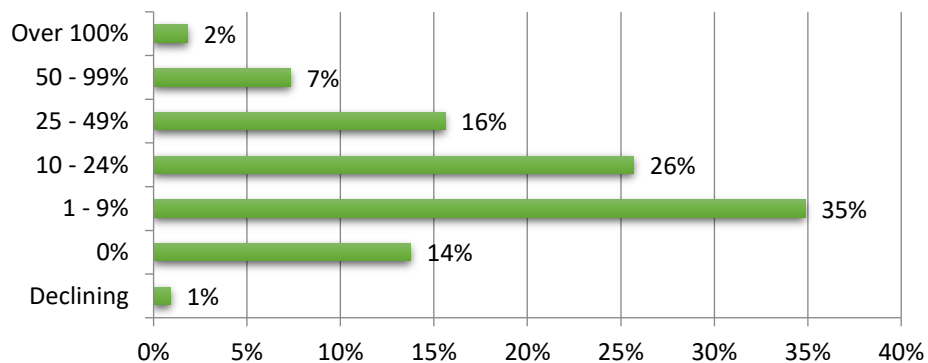


Note: 101 respondents

Growth

35% of respondents (38 businesses) expect to see low growth in sales in the realm of 1 - 9%. Moderate growth in sales of 10-24% over the next year is projected by 26% of respondents (28 businesses). A combined 25% (total of 27 businesses) expect strong sales growth of over 25%. 14% (15 businesses) of respondents expect their sales to remain stagnant, while a further 1% (1 business) expect sales to decline.

Figure 43: Projected sales growth in the next year



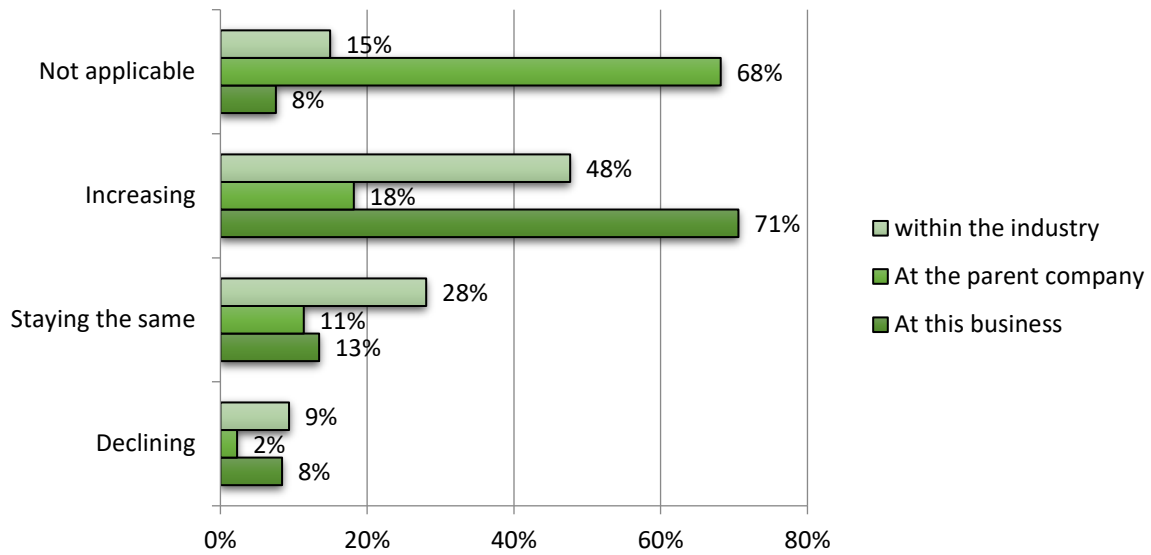
Note: 109 respondents

The majority of responses (71% or 84 businesses) indicated that sales at their business have increased over the past five years, 13% (16 businesses) indicated that sales have remained relatively stable, and 8% (10 businesses) reported that sales have declined.

18% or 16 businesses reported that sales at their parent company have historically increased, 11% (10 businesses) reported that they have stayed the same, and 2% (2 business) reported a decline. It is worth noting the high non response/not applicable response to this question.

48% percent of respondents (51 businesses) reported that sales within their industry have been increasing, while 28% (30 businesses) reported that they have stayed the same, and an additional 9% (10 businesses) indicated sales in their industry are declining.

Figure 44: Historic sales trend

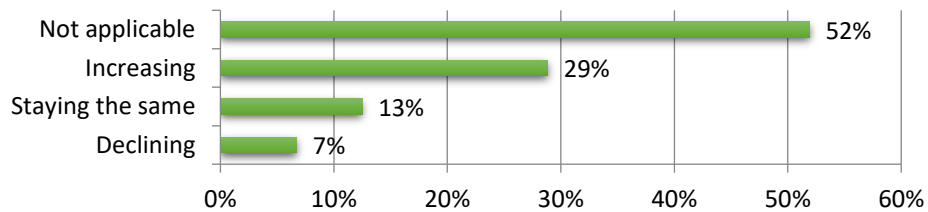


Note: # of respondents varies

Export Sales

7% (7 businesses) indicated that their export sales have declined, 13% (13 businesses) indicated that they have been stable, and 29% (30 businesses) reported an increase in sales.

Figure 45: Export sales trend

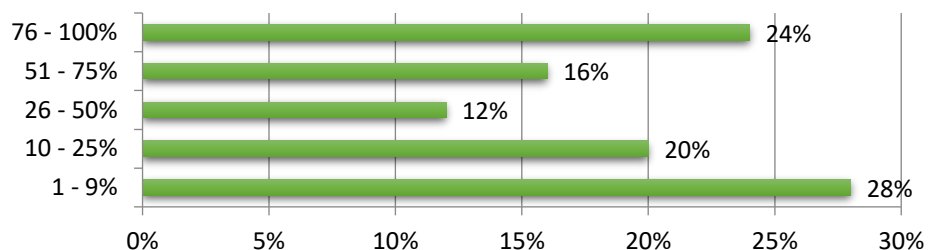


Note: 104 respondents

Source of Sales

The customer base among manufacturing related businesses appears to be reliant on a diverse customer base, with the largest percentage of respondents (28% or 7 businesses) indicating that 1 – 9% of their sales are generated by their top three customers.

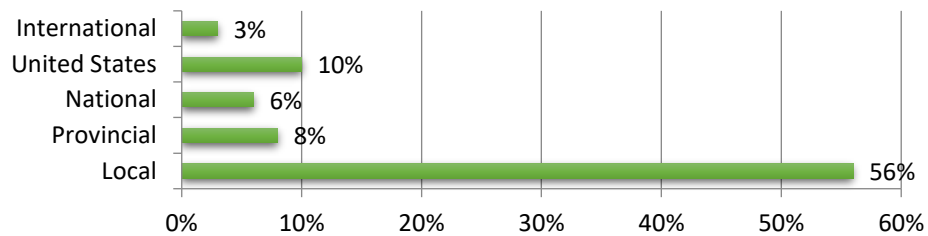
Figure 46: Sales generated by top three customers



Note: 25 respondents

Respondents most commonly (56%) indicated that over 50% of their sales are to customers within the local community or region. 10% indicated that over 50% of their sales are to the United States and 8% indicated the majority of sales are within the provincial market. Significantly fewer respondents reported that the majority of their sales were to the international markets (3% or 3 respondents). Additionally, when asked whether they supply products or services to any company in the community, 61% (30 respondents) indicated that they did.

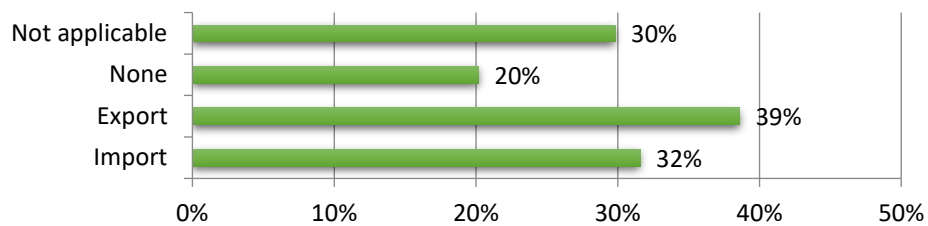
Figure 47: Geographic source of majority of sales



Note: # of respondents varies

36 respondents (32%) indicated that they import goods or services from other countries and 44 respondents (39%) indicated that they export goods or services to other countries.

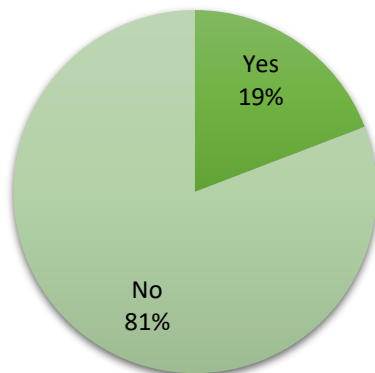
Figure 48: International trade status



Note: 114 respondents

Procurement

Figure 49: Engagement with government procurement processes



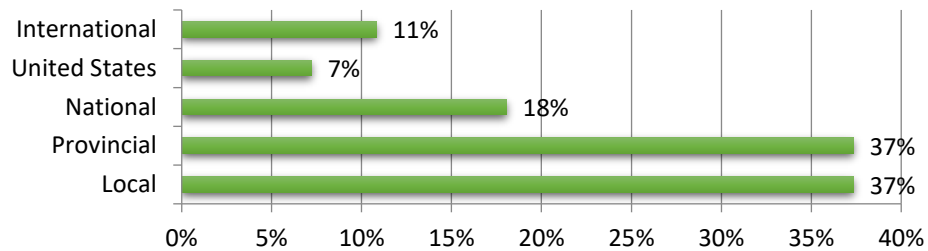
Only 19% (14 respondents) indicated that they engage in government procurement.

Note: 73 respondents

37% of respondents (31 businesses) interviewed reported that they purchase a majority of their supplies

from local sources, and 37% (31 businesses) indicated that the majority of their supplies come from provincial businesses. 18% (15 businesses) indicated that national businesses supplied their business.

Figure 50: Geographic source of majority of supplies

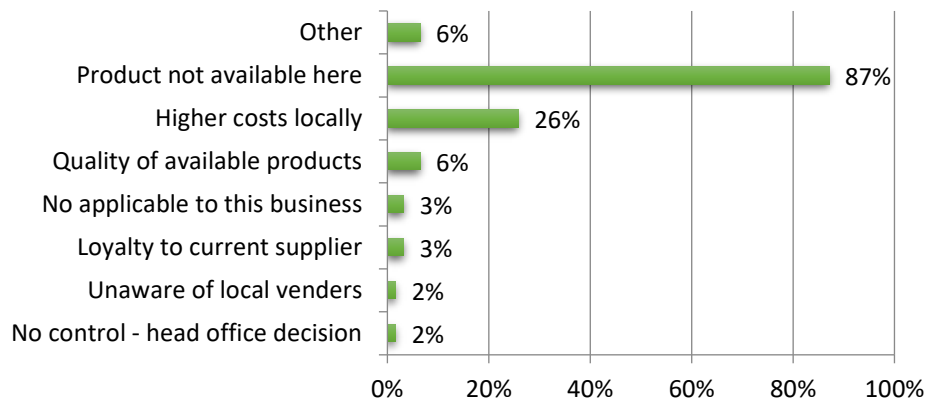


Note: # of respondents varies

Purchasing

When reflecting on their reasons for purchasing products or services from out-of-area suppliers, the most common response (87% or 54 businesses) indicated that the products they need are not available locally.

Figure 51: Reason for out-of-area purchasing



Note: 62 respondents

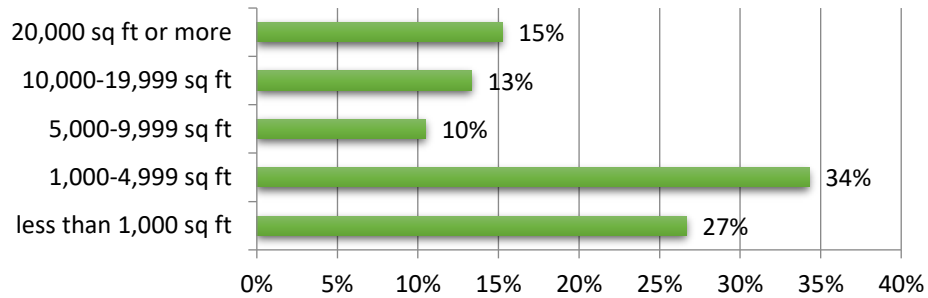
The most commonly referenced products that businesses stated they would like to source from a local supplier include packaging services, (6% or 3 respondents), and meats& dairy/fruits & vegetables / grains (6% or 3 respondents).

Facilities and Equipment

Size and Condition

34% (36 businesses) of respondents reported that their facility is between 1,000 square feet and 4,999 square feet in size.

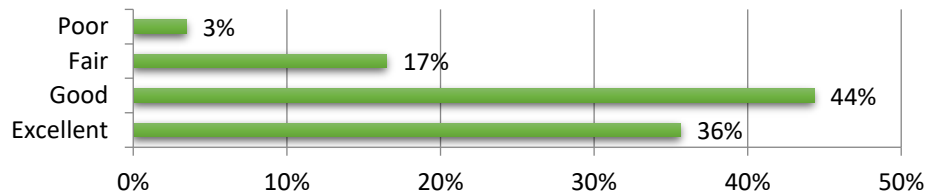
Figure 52: Size of facility



Note: 105 respondents

44% of respondents (51 businesses) indicated that their facility is in good condition. Another 36% (41 businesses) indicated that it is in excellent condition and 17% (19 businesses) reported that their facility is in fair condition. 3% or 4 businesses reported that their facility is in poor condition.

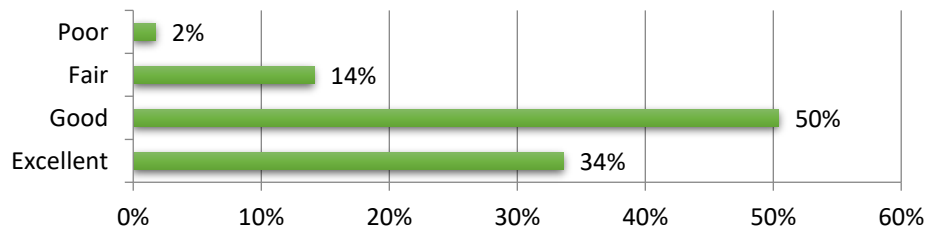
Figure 53: Condition of facility



Note: 115 respondents

50% (57 businesses) of respondents indicated that their equipment is in good condition. 34% (38 businesses) indicated that it is in excellent condition and 14% (16 businesses) report their equipment is in fair condition. 2% or 2 businesses reported that their equipment was in poor condition.

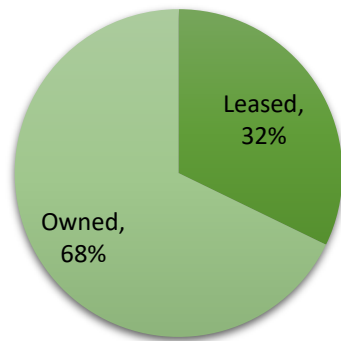
Figure 54: Condition of equipment



Note: 113 respondents

Ownership

Figure 55: Ownership status of facility

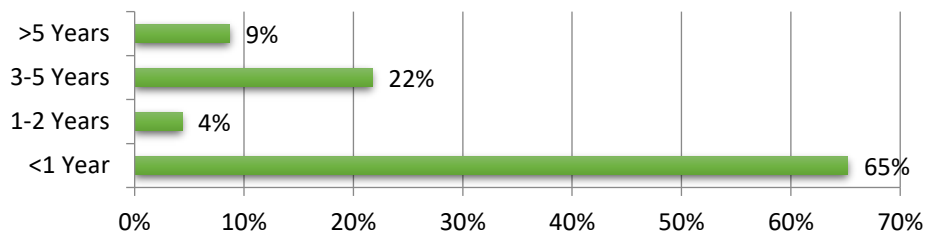


68% of respondents (80 businesses) own the facility in which they operate and 32% (38 businesses) lease it.

Note: 118 respondents

Of the 38 businesses that lease their facility, and provided a response to the question, 65% have less than 1 year remaining on their lease and another 22% have between three and five years remaining. The majority of respondents that lease their facility (50% or 27 businesses) intend to renew their current lease agreement.

Figure 56: Length of time remaining on lease



Note: 23 respondents

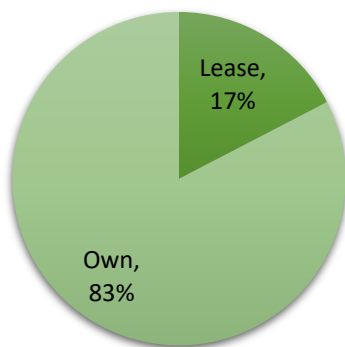


Figure 57: Ownership preference

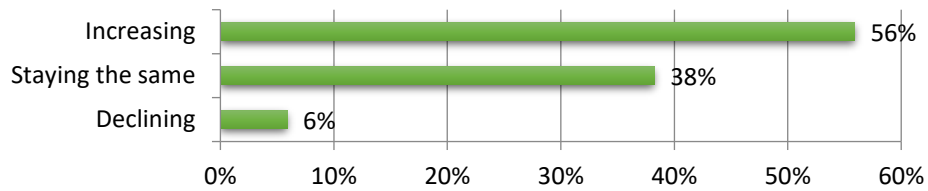
83% of respondents (38 businesses) would prefer to own their facility.

Note: 46 respondents

Investment and Expansion

56% of respondents (57 businesses) indicated that their company's investment in their facility increased over the past 18 months, while 38% (39 businesses) indicated that the investment stayed the same. Only six businesses (6%) indicated that investment in their facility has decreased over the same time period.

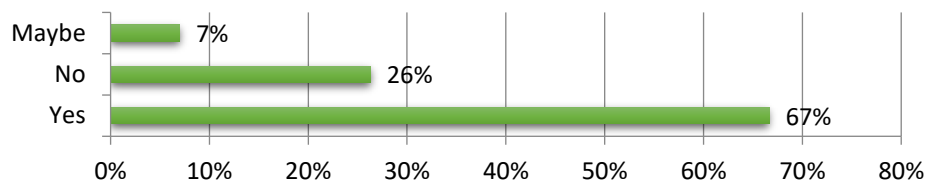
Figure 58: Historical Investment in facility (past 18 months)



Note: 102 respondents

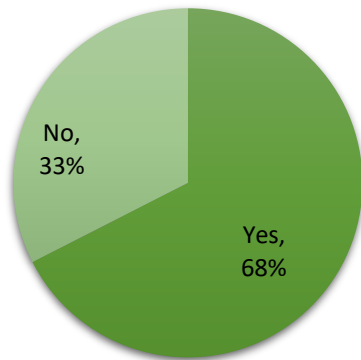
67% of respondents (76 businesses) indicated that there *was* room for expansion at their site, and 26% (30 businesses) indicated that there *was not* room at their site.

Figure 59: Room for expansion



Note: 114 respondents

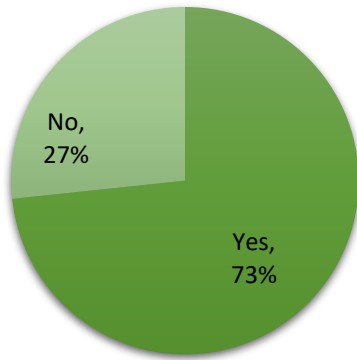
Figure 60: Plans to expand within three years



68% of respondents (81 businesses) plan to expand within three years, 33% (39 businesses) do not. Additionally, 55% (65 businesses) plan to expand in the next 12 – 18 months.

Note: 120 respondents

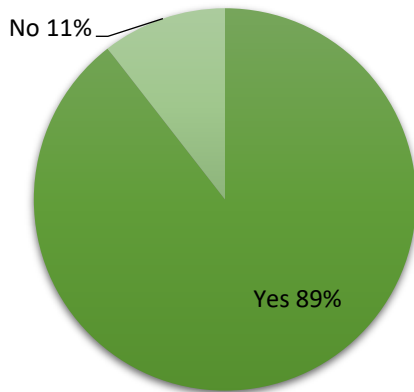
Figure 61: Adequacy of current site to support expansion



Of the 81 businesses planning expansion within the next three years, 73% (55 businesses) reported that their current site will be adequate. Notably however, 20 businesses (27%) reported that they will have to look for a new site to meet their planned expansion needs.

Note: 75 respondents

Figure 62: Expansion to occur in community

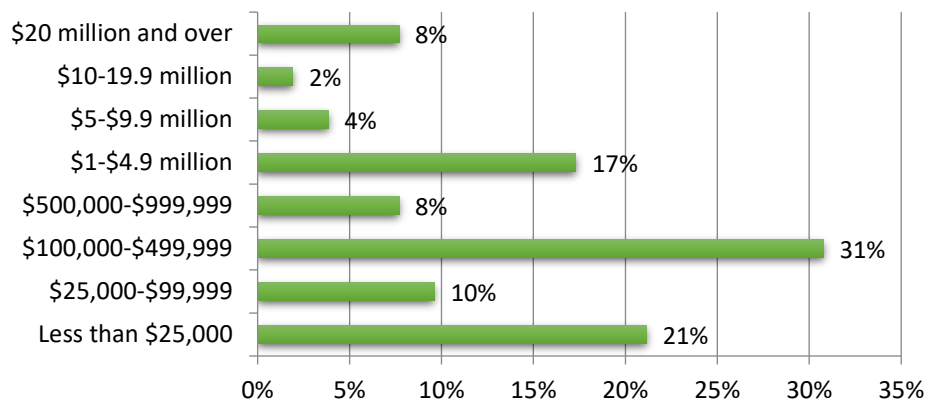


The vast majority of respondents (89% or 68 businesses) indicated that expansion will occur within the community.

Note: 76 respondents

The total investment anticipated for the planned expansion plans ranges substantially. 31% (16 businesses) anticipate investing between \$100,000 and \$499,999, and an additional 21% (11 businesses) are planning investments less than \$25,000.

Figure 63: Estimated expansion investment

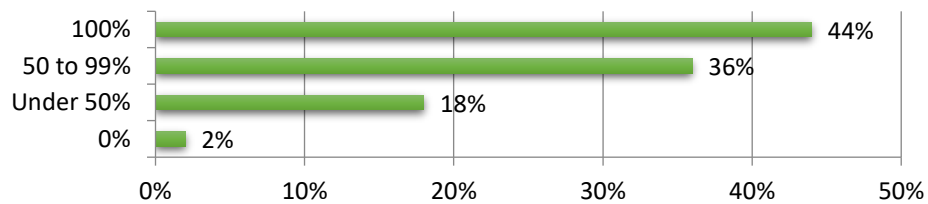


Note: 52 respondents

Of the 81 businesses planning expansion, 44% (22 businesses) responded to state that they expect to spend 100% of their expansion budget on equipment and technology, while 36% (18

businesses) responded to indicate that between 50 – 99% of their expansion budget will be devoted to equipment and technology.

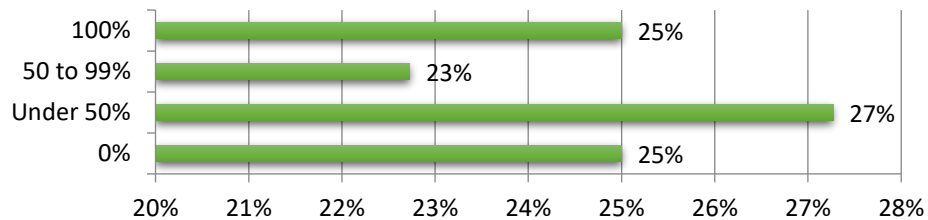
Figure 64: Component of expansion budget for equipment and technology



Note: 50 respondents

12 respondents (27% of businesses) expect to spend under 50% of their expansion budget on real estate, while another 25% (11 businesses) expect to spend 100 and or 0%, respectively.

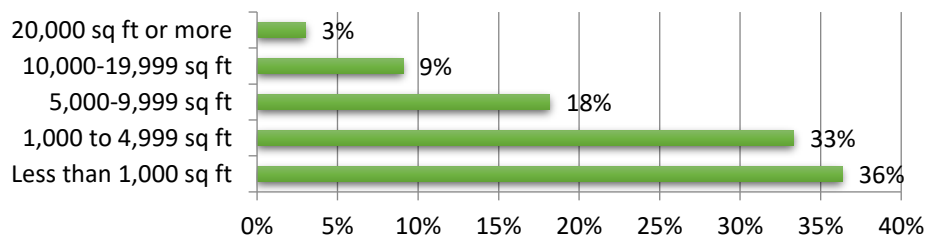
Figure 65: Component of expansion budget for real estate



Note: 44 respondents

36% (12 respondents) of businesses indicated that expansion plans will be less than 1,000 square feet. 33% (11 respondents) of businesses anticipated an expansion of between 1,000 square feet and 4,999 square feet, while just six respondents (18%) expected an expansion of between 5,000 and 9,999 square feet.

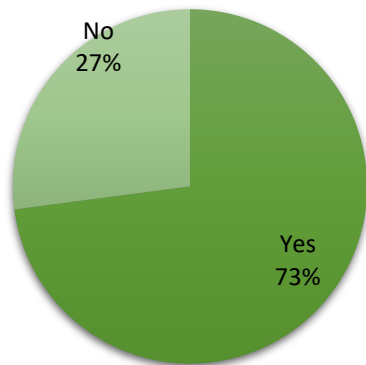
Figure 66: Size of facility expansion



Note: 33 respondents

Facility Upgrades

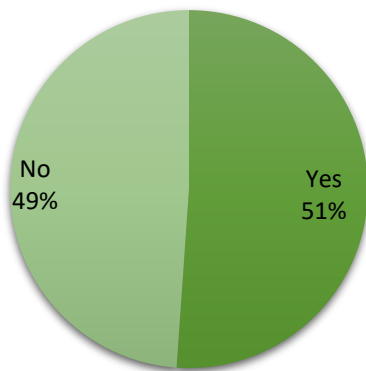
Figure 67: Recent facility upgrades



73% of businesses (35 businesses) indicated that there had been recent facility upgrades. Of those 35 businesses, 36% (12 businesses) indicated that those upgrades were completed in the last 12 months.

Note: 48 respondents

Figure 68: Planning facility upgrades

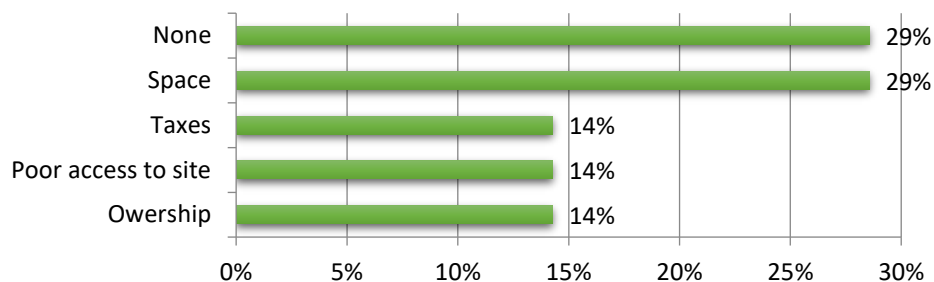


51% (23 businesses) indicated that they are planning facility upgrades, and 48% (10 businesses) anticipate those upgrades occurring within 12 months, and another 24% (5 businesses) expect them to occur within 3 months.

Note: 21 respondents

Respondents planning to upgrade were also asked to identify any barriers to upgrading. The most frequently cited barrier was space (29% or 2 businesses).

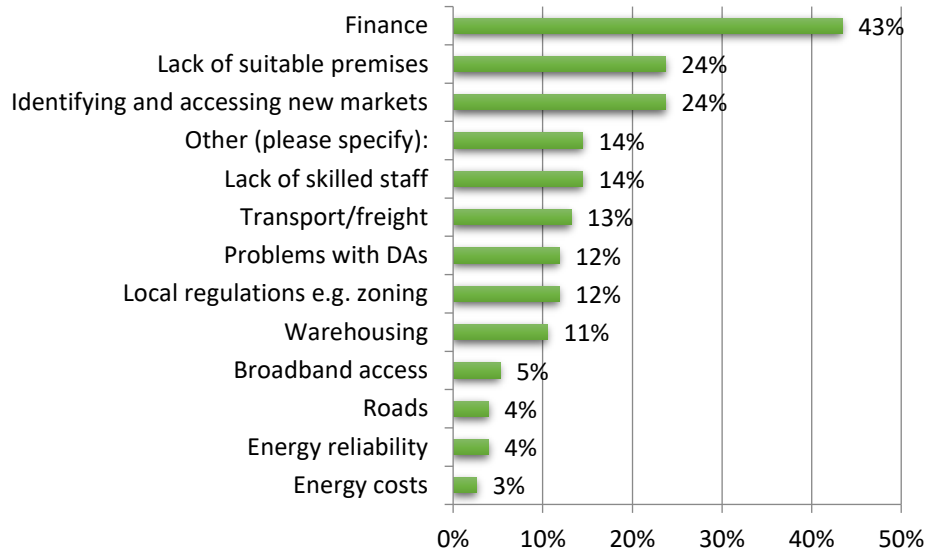
Figure 69: Barriers to upgrading



Note: 7 respondents

Respondents cited a variety of factors that act as constraints to their expansion. The most common of those were financing (43% or 33 businesses), lack of suitable premises (24% or 18 businesses), and identifying and accessing new markets (24% or 18 businesses). Refer to Appendix A for a list of the 'other' responses.

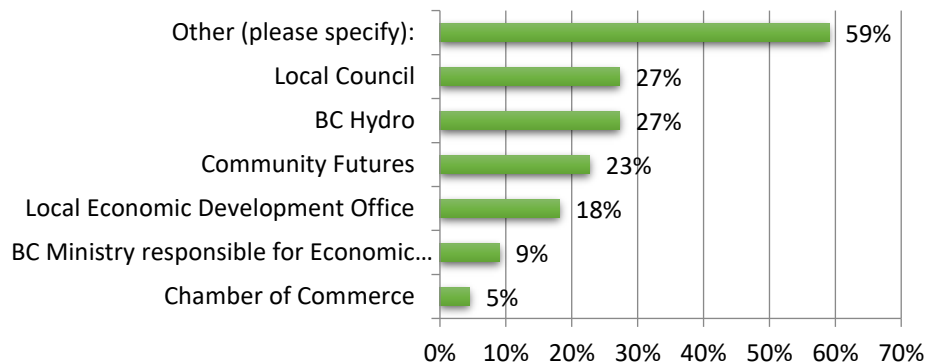
Figure 70: Barriers to expansion



Note: 76 respondents

25% of respondents (22 businesses) indicated that they have sought assistance with their expansion efforts from an external organization. Of those businesses, the highest numbers had approached the local council (27% or 6 businesses), BC Hydro (27% or 6 businesses), and Community Futures (23% or 5 businesses).

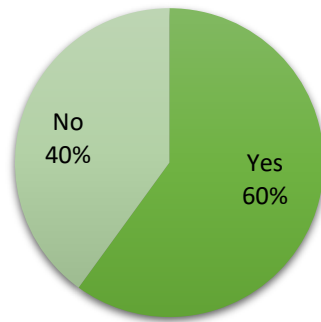
Figure 71: Organizations approached for expansion assistance



Note: 22 respondents

Energy Efficiency

Figure 72: Considering energy efficiency in expansion plans



60% of those who responded (33 businesses) are considering energy efficiency in their expansion plans.

Note: 55 respondents

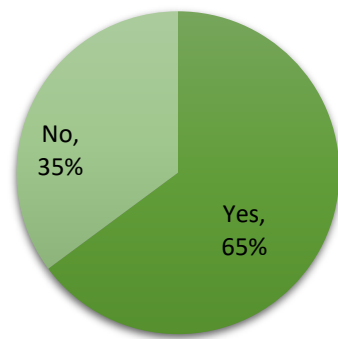


Figure 73: Awareness of BC Hydro Power Smart

65% of respondents (72 businesses) are familiar with the energy efficiency support available through the BC Hydro Power Smart program.

Note: 111 respondents

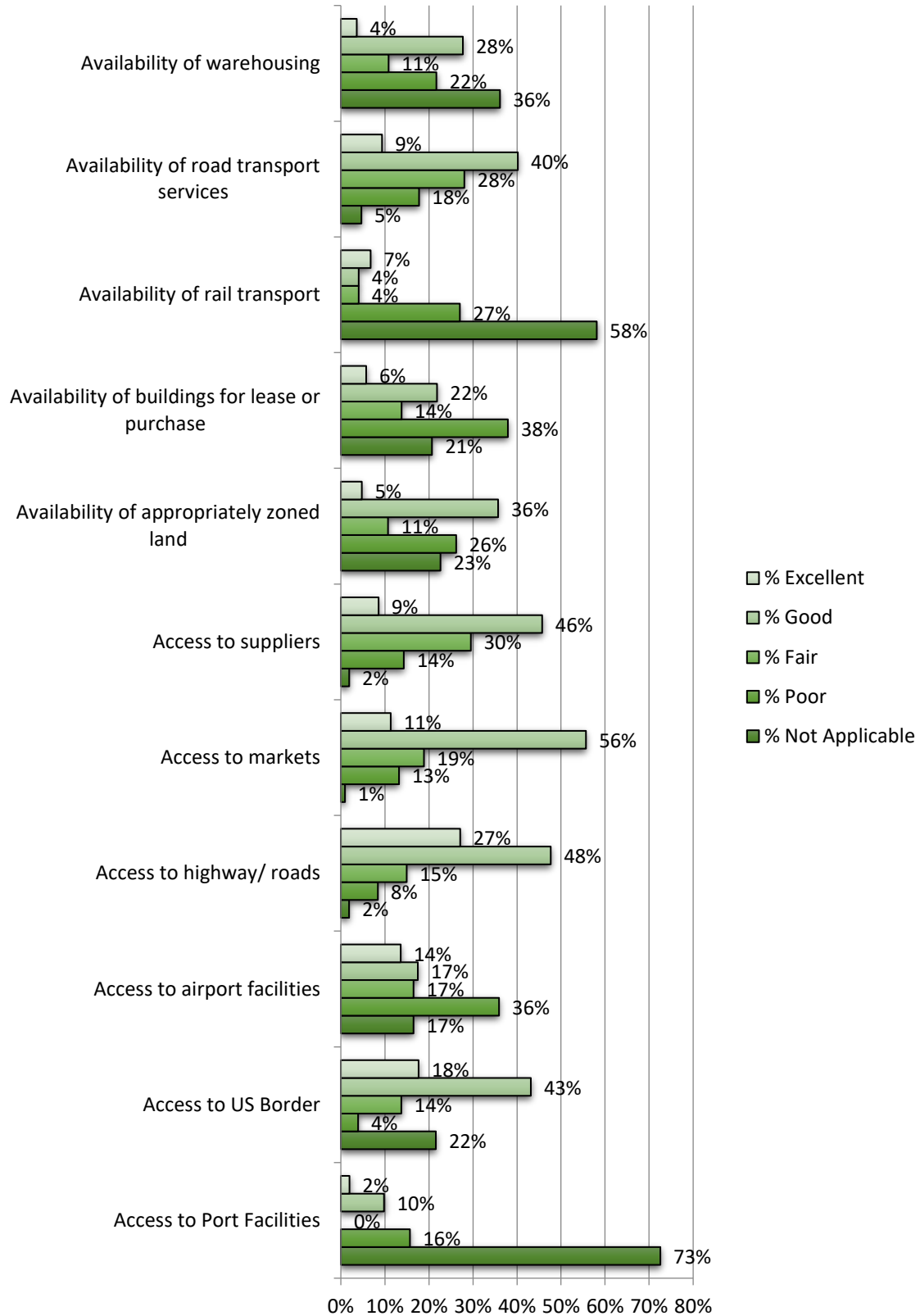
Government Services

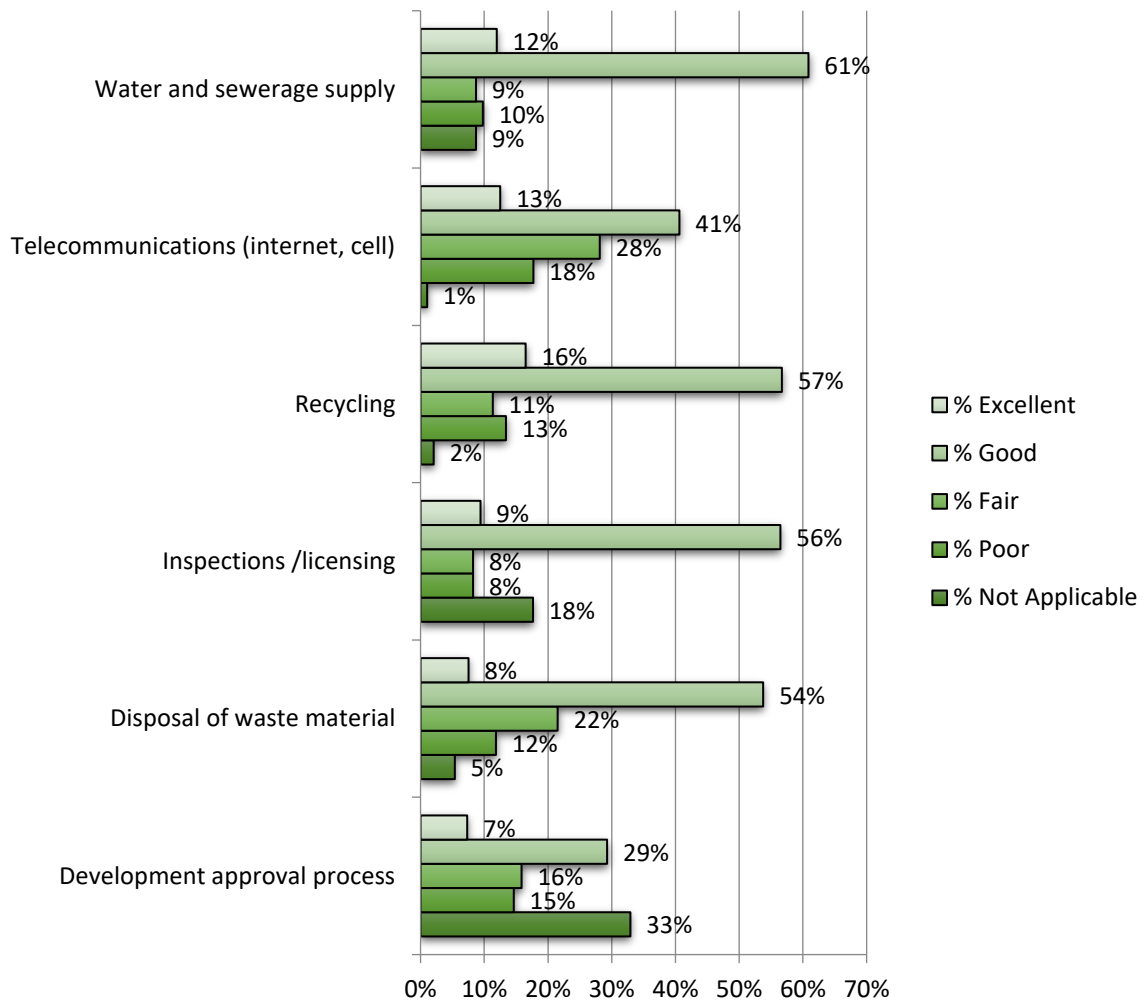
Respondents were asked to rate a list of government services as poor, fair, good, or excellent. Respondents also had the option to rate a service as not applicable to their business⁸.

- The services that received the highest number of **POOR** ratings are availability of buildings for lease or purchase (38%), access to airport facilities (36%), and the availability of appropriately zoned land (26%).
- The services that received the highest number of **FAIR** ratings were access to suppliers (30%), availability of road transport services (28%), and telecommunications (28%).
- The services that received the highest number of **GOOD** ratings were water and sewerage supply (61%), recycling (57%), and inspections and licensing (56%).
- The services that received the highest number of **EXCELLENT** ratings were access to highways/roads (27%) and access to US Border (18%).
- The services that the highest number of respondents felt are **NOT APPLICABLE** to their business were access to port facilities (73%), availability of rail transport (58%) and the availability of warehousing (36%).

⁸ Only percentages are reported, as the number of respondents varied widely with each government service, resulting in numbers that are not comparable.

Figure 74: Rating of government services





Note: # of respondents varies

When asked whether there were any suggestions on how to improve any of the services and infrastructure, 73 respondents (65% of respondents) indicated they had suggestions. The highest number of responses (21% or 15 businesses) discussed expansion of the electronic communication services (cell phone, internet, broadband, fiber, etc.), followed by improvements to shipping and receiving (15% or 11 respondents), and improvements to the airport service (14% or 10 businesses).

Figure 75: Select responses in respondents' suggestions for improvements to government services

"Bring Westjet in to the airport for more reliable and cheaper flights."

"Easier and faster shipping."

"Additional development of industrial land would be positive."

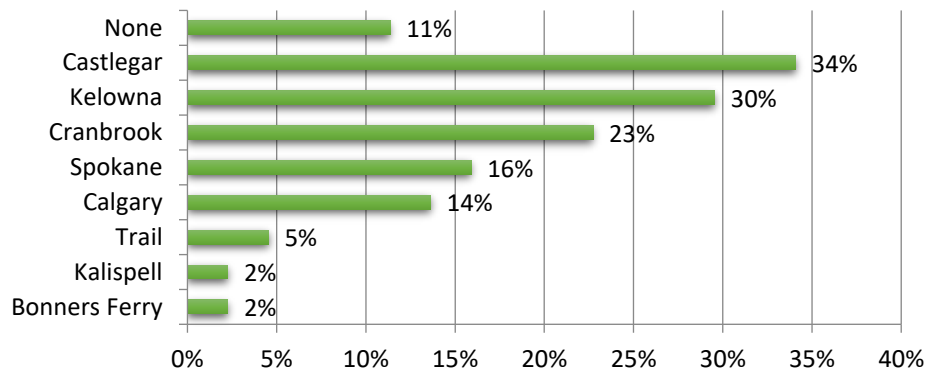
"Improved courier services for shipping large items."

"Faster internet and more broadband in semi-rural areas (just outside the city)."

Airport Service

The West Kootenay Regional Airport (Castlegar) is the most used airport, with 34% of respondents (15 businesses) indicating they use that airport. The Kelowna International Airport was the second most used with 30% (13 businesses).

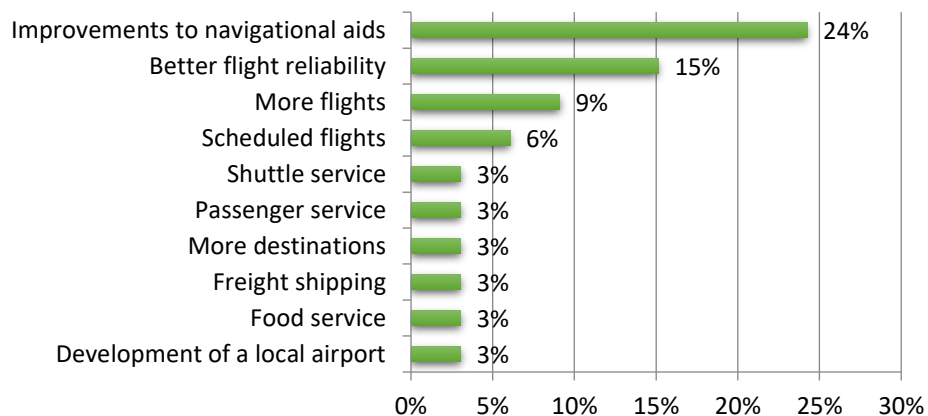
Figure 76: Airport service used



Note: 44 respondents

Respondents indicated that they would most like to see improved to navigational aids (24% or 8 businesses), better flight reliability (15% or 5 businesses), and more flights (9% or 3 businesses).

Figure 77: New services at local airport



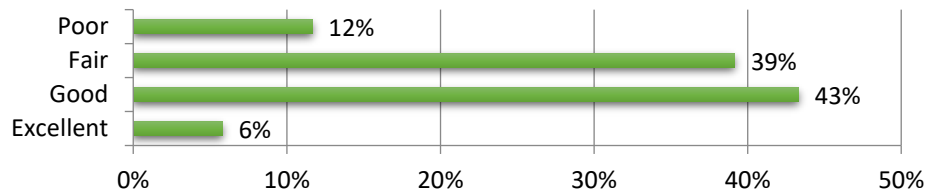
Note: 33 respondents

Business Climate

Quality of Business Climate

The majority of responses rated the overall business climate as good (43% or 52 businesses).

Figure 78: Rating of local business climate

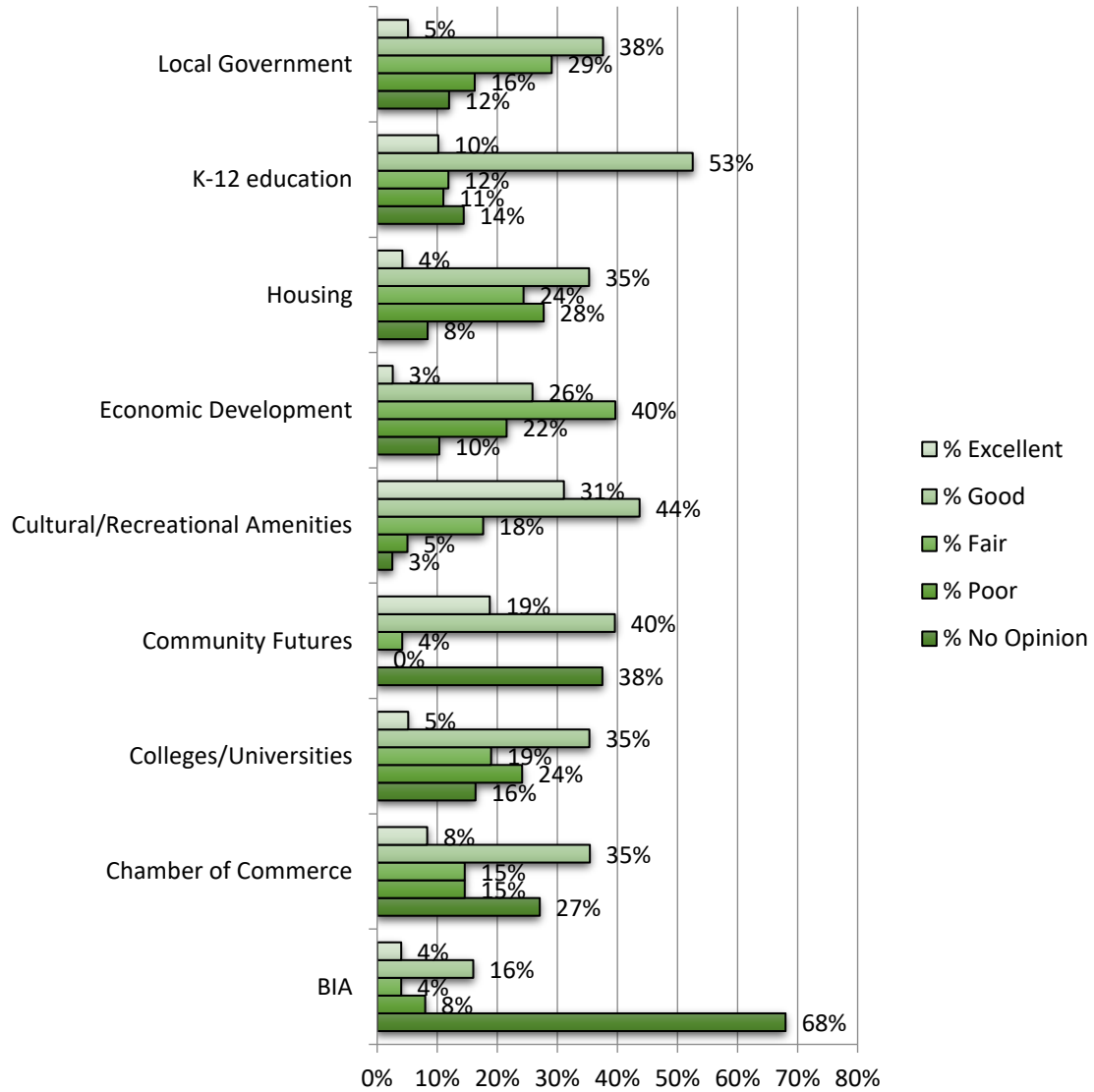


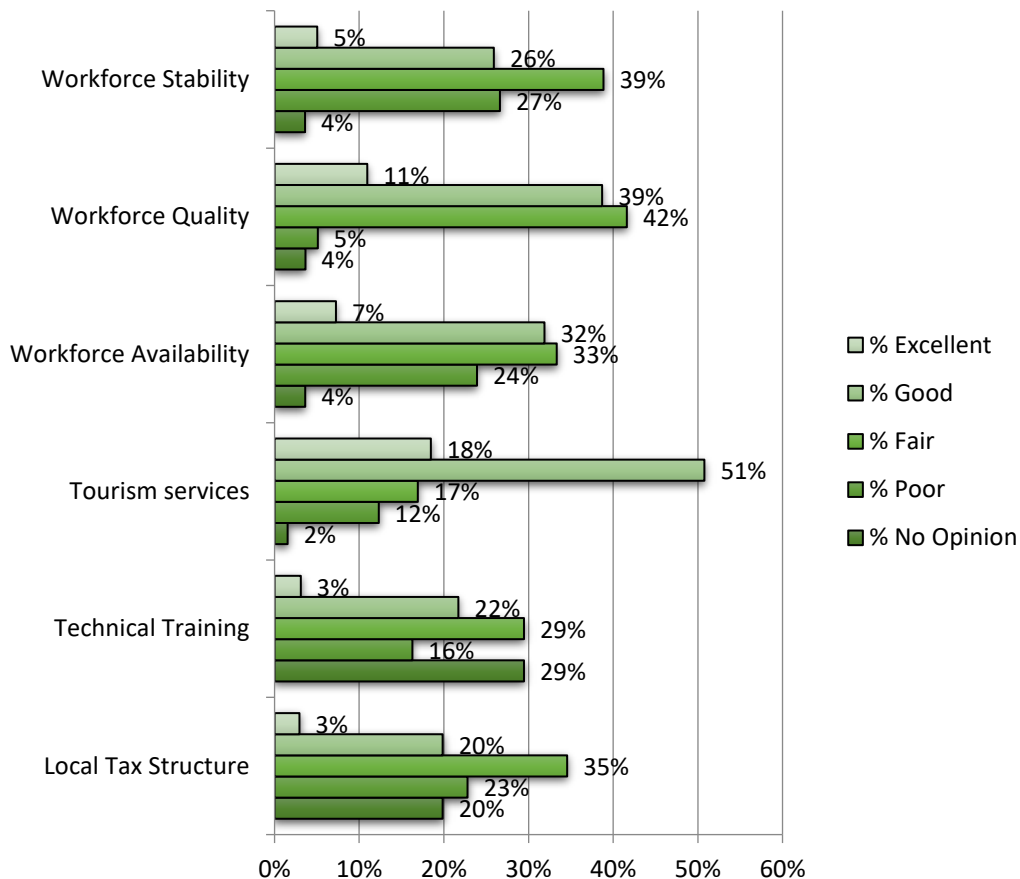
Note: 120 respondents

Respondents rated the quality of a list of specific business climate factors as either poor, fair, good, excellent, or not applicable to their business.

- The factors that received the highest number of **POOR** ratings included technical training (39% or 44 businesses), housing (28% or 33 businesses), and colleges/universities (24% or 28 businesses).
- The factors that received the highest number of **FAIR** ratings included economic development (40% or 46 businesses), workforce availability (33% or 39 businesses), and local tax structure (32% or 37 businesses).
- The factors that received the highest number of **GOOD** ratings included K-12 education (53% and 62 businesses), tourism services (48% or 24 businesses), cultural/recreational amenities (44% or 52 businesses), and workforce quality (44% or 51 businesses).
- The factors that received the highest number of **EXCELLENT** ratings included cultural and recreational amenities (31% or 37 businesses), community futures (19% or 9 businesses), and tourism services (14% or 7 businesses).
- The factors that received the highest number of **NO OPINION** ratings include Business Improvement Associations (BIA) (68% or 17 businesses) and Community Futures (38% or 18 businesses).

Figure 79: Rating of business climate factors

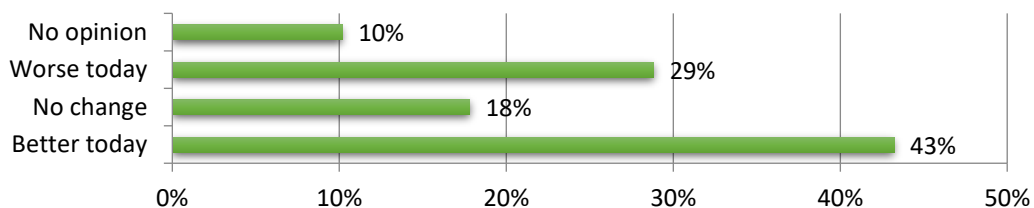




Note: # of respondents varies

43% of respondents (51 businesses) felt that the business climate is better today than it was 5 years ago. 29% (34 businesses) thought that it is worse, and 18% (21 businesses) believed there was no change in the business climate. The main reasons given from those who believe the business climate is worse is the recession (38% or 12 respondents) and declining economy (22% or 7 respondents).

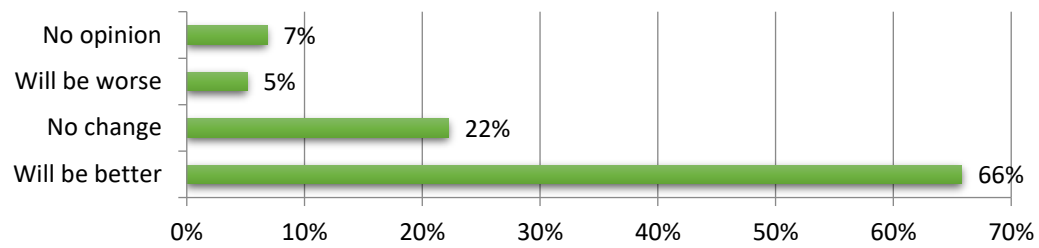
Figure 80: Business climate today vs. 5 years ago



Note: 118 respondents

66% of respondents (77 businesses) expect that the business climate will be better 5 years from today. 5% (6 businesses) expect that it will be worse.

Figure 81: Business climate 5 years from today

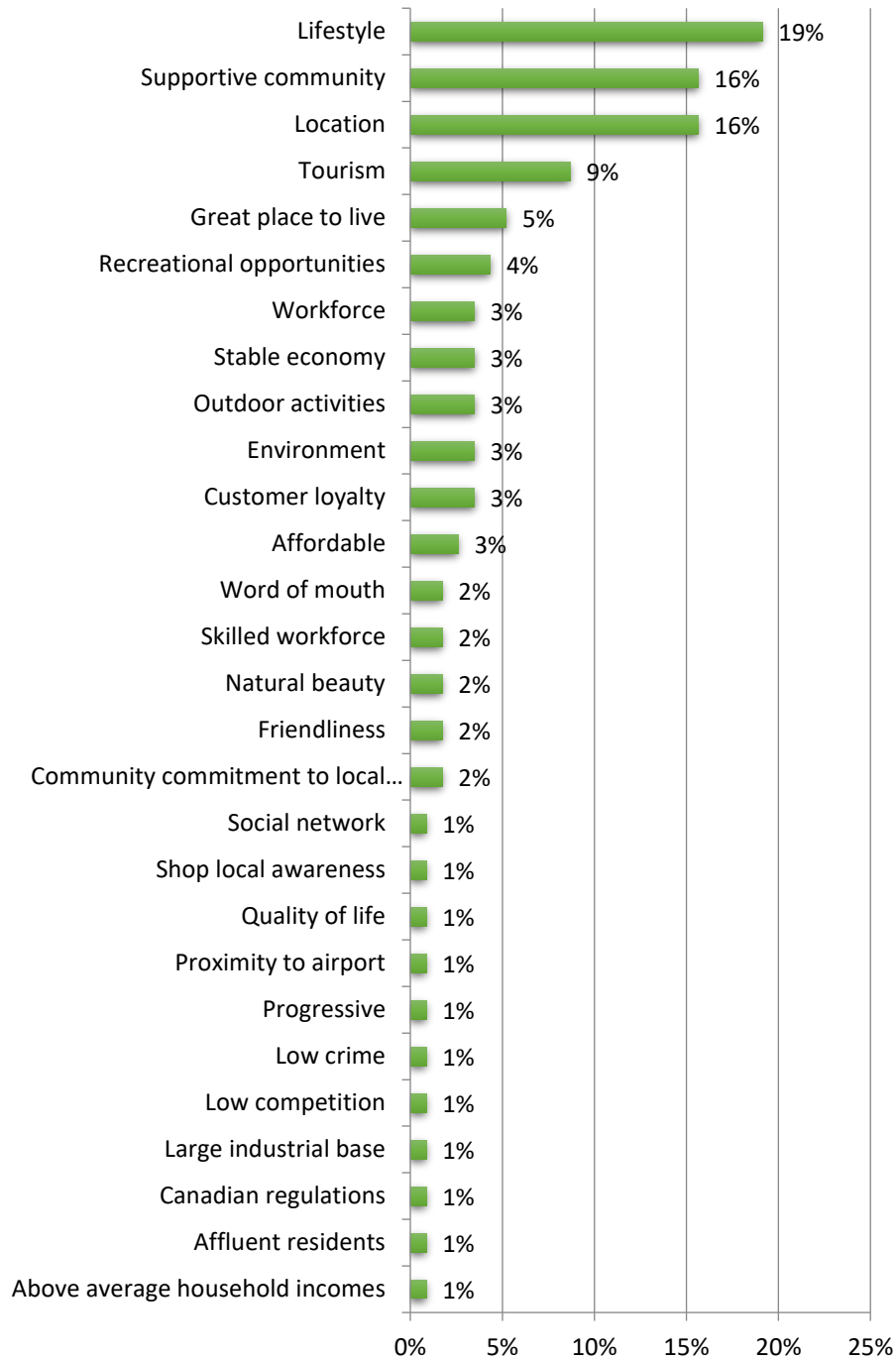


Note: 117 respondents

Strengths and Weaknesses of Business Climate

115 responses were provided when respondents were asked to list the community's strengths as a place to do business; the highest number of responses (19% or 22 responses) cited the lifestyle as the community's primary strength. 16% (18 businesses) indicated the supportive community and 16% (18 businesses) indicated the location.

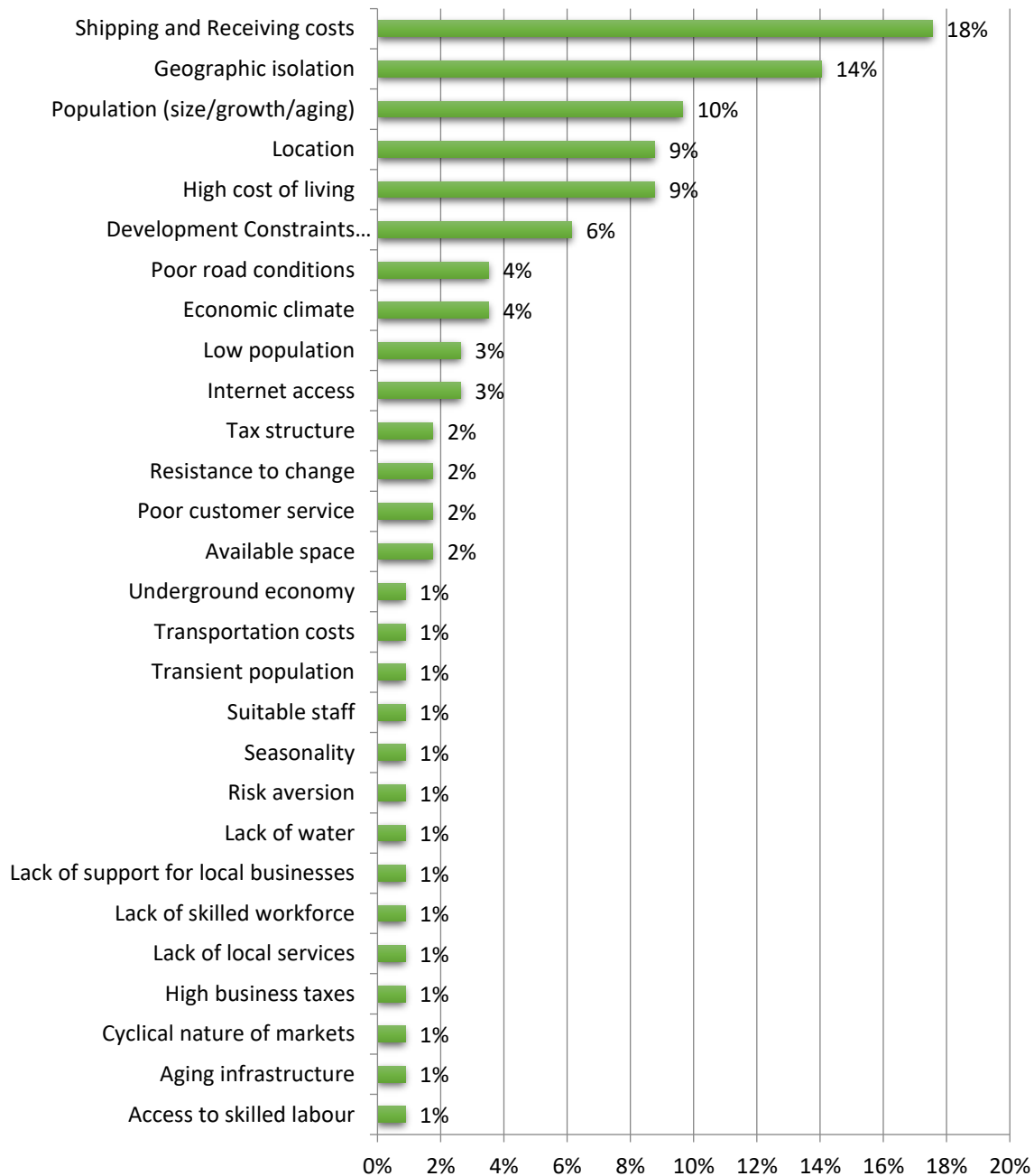
Figure 82: Community's strengths as a place to do business



Note: 115 respondents

Respondents were asked to list the community's weaknesses as a place to do business. The highest number of responses (18% or 20 respondents) were received for the costs associated with shipping and receiving. Geographic isolation was cited by 14% of respondents (16 businesses) and the population (size, growth, aging) was cited by 10% (11 respondents) of businesses.

Figure 83: Community's weaknesses as a place to do business



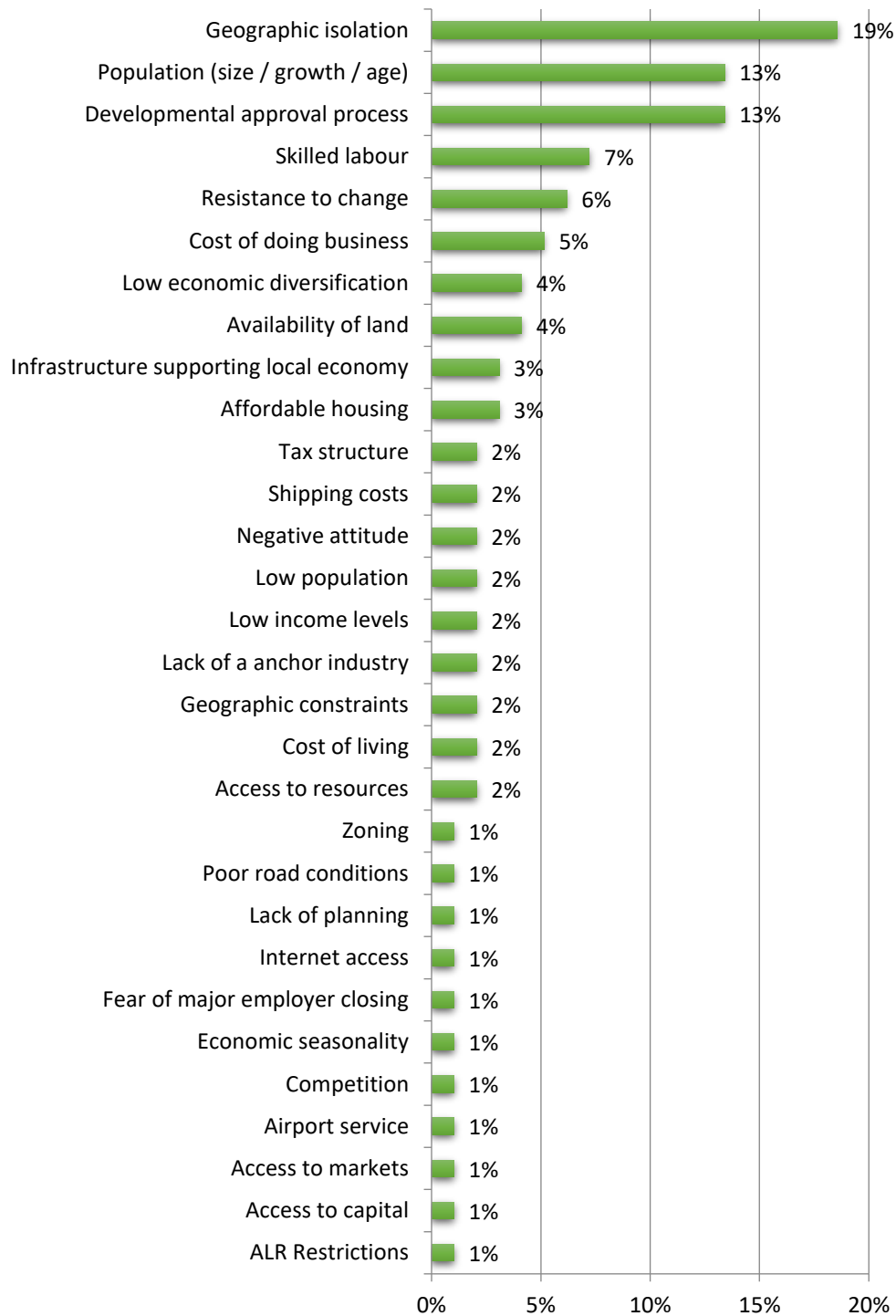
Note: 114 respondents

Business Growth

82% of respondents (97 businesses) indicated that there are barriers to growth. The highest number of respondents (19% or 18 businesses respectively) stated that geographic isolation was

the biggest barrier to growing the community's economy. Other commonly cited barriers include population (size/growth/age) (11% or 13 businesses) and development approval process (11% or 13 businesses).

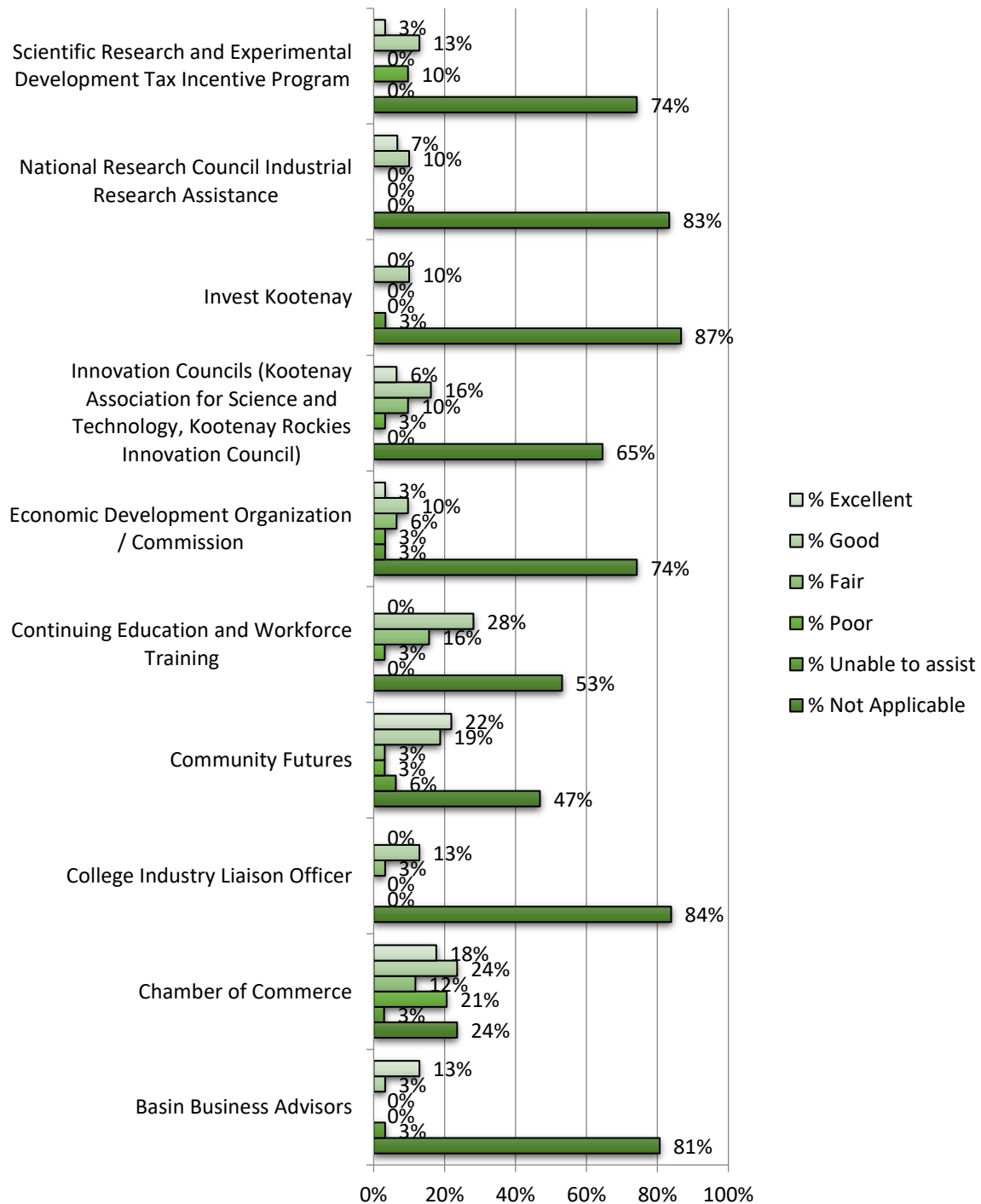
Figure 84: Barriers to growth in the community



Note: 97 respondents

Respondents were asked about the level of support they received from various business support providers. The Chamber of Commerce received the highest poor response (21% or 7 businesses), but was also cited as providing an excellent level of service by 18% of respondents (6 businesses) and a good level of service by 24% of respondents (8 businesses). Community Futures was cited as providing excellent by 22% of respondents (7 businesses). The Continuing Education and Workforce Training services were rated as Fair by 16% of respondents (5 businesses) and Good by 28% of respondents (9 businesses). Respondents found Community Futures (6% or 2 businesses) as most commonly unable to assist.

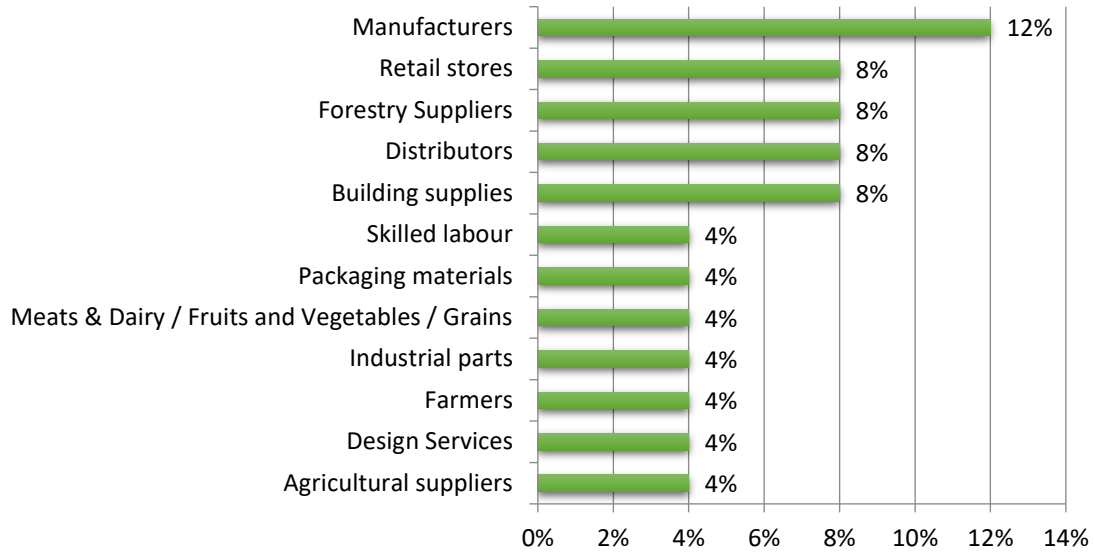
Figure 85: Level of service from business support providers



Note: # of respondents varies

27% of respondents (29 businesses) indicated that there are suppliers that could locate in the region that do not currently serve the area. Manufacturing suppliers were most commonly cited by 12% of respondents (3 businesses).

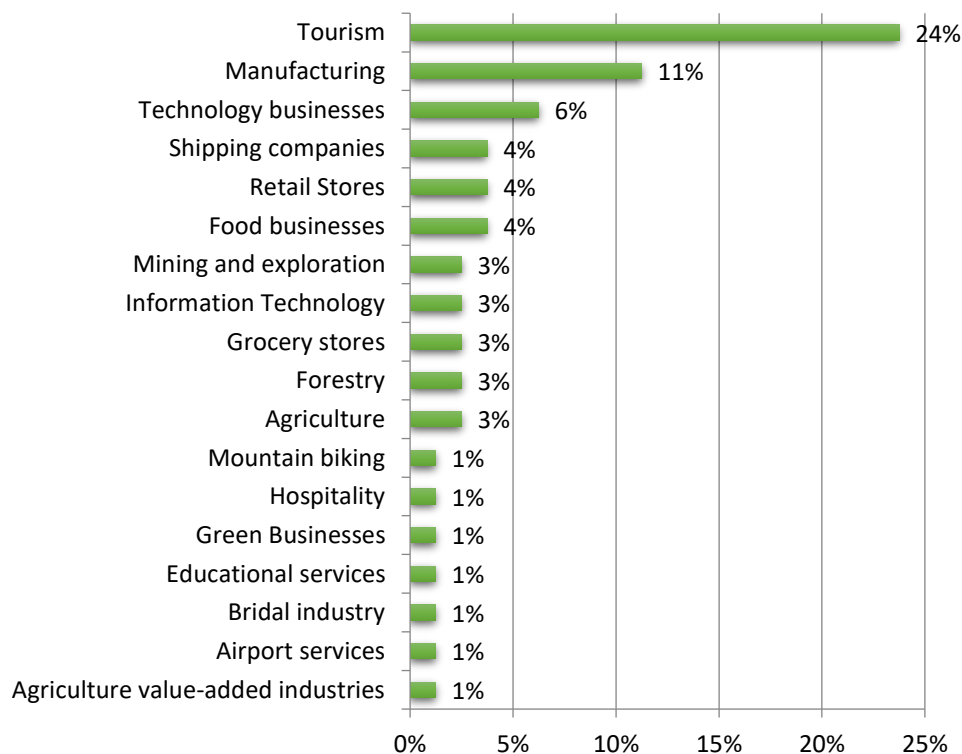
Figure 86: Potential Suppliers



Note: 25 respondents

When asked what business, sector, or industry could be attracted to most strategically benefit the industry, the most common response was tourism (24% or 19 respondents), manufacturing (11% or 9 businesses), and technology businesses (6% and 5 businesses).

Figure 87: Sectors, businesses or industries that could be attracted to region

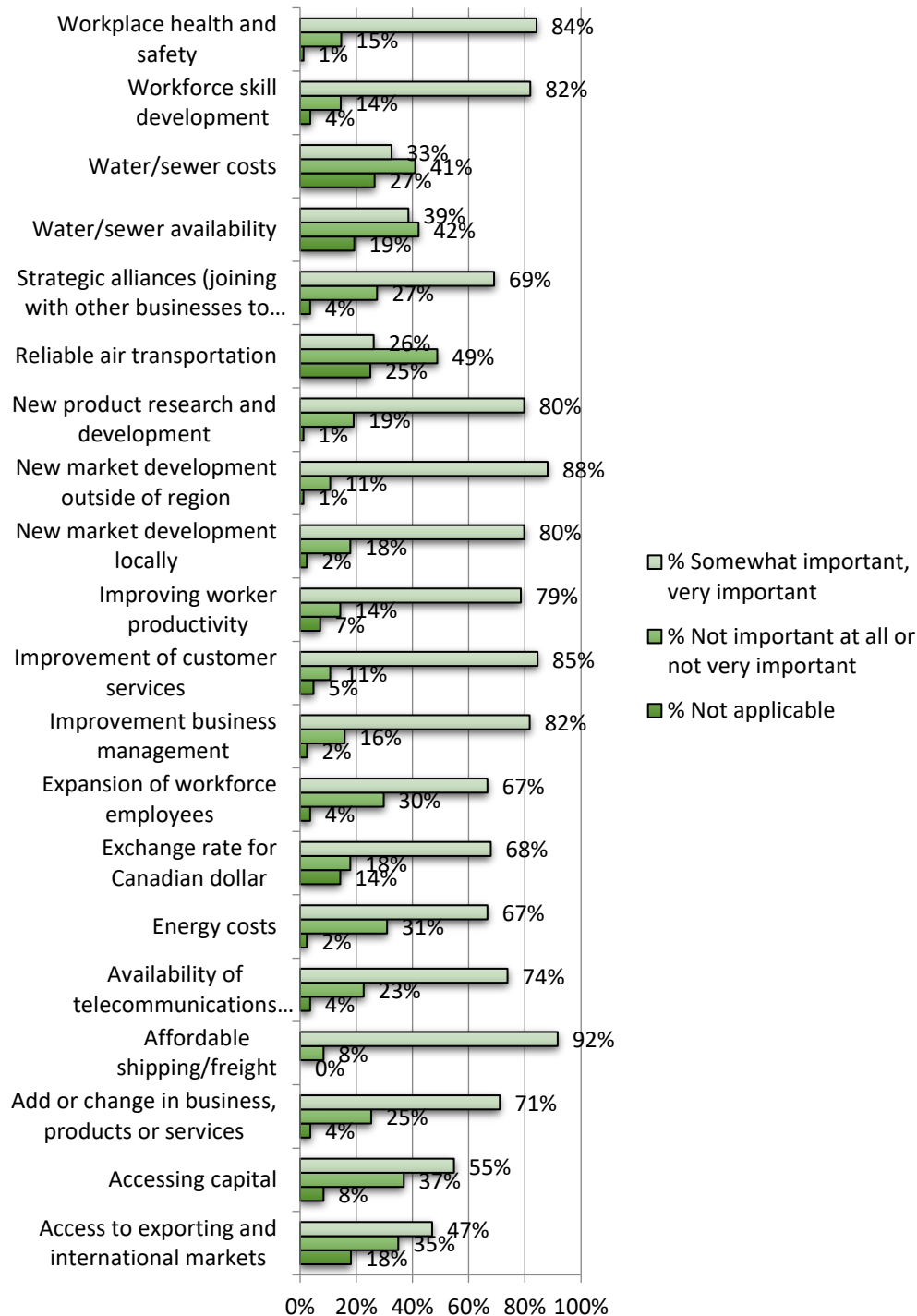


Note: 80 respondents

Business Competitiveness and Productivity

Businesses were asked to consider the importance of various factors for ensuring business competitiveness over the next five years. Those factors that received the highest number of somewhat important or very important ratings include affordable shipping/freight (92% or 77 businesses) and new market development outside of region (88% or 74 businesses).

Figure 88: Importance of business competitiveness factors

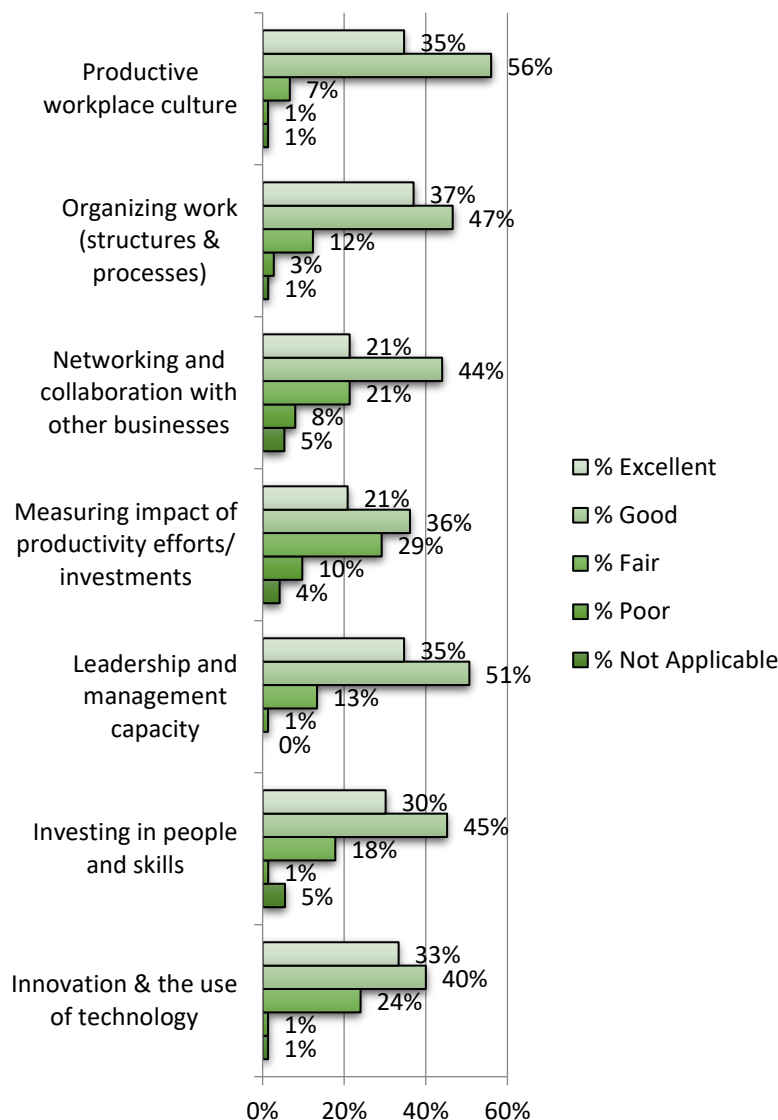


Note: # of respondents varies

When asked to rate their business' performance on a list of productivity drivers, the drivers that received the highest number of:

- **EXCELLENT** ratings include organising work (structures and processes) (37% or 27 businesses) and leadership and management capacity (35% or 26 businesses);
- **GOOD** ratings include productive workplace culture (56% or 42 businesses), leadership and management capacity (51% or 38 businesses), and organising work (structures and processes) (47% or 34 businesses);
- **FAIR** ratings include measuring impact of productivity efforts/investments (29% or 21 businesses);
- **POOR** ratings include measuring impact of productivity efforts / investments (10% or 7 businesses).

Figure 89: Performance on key productivity drivers

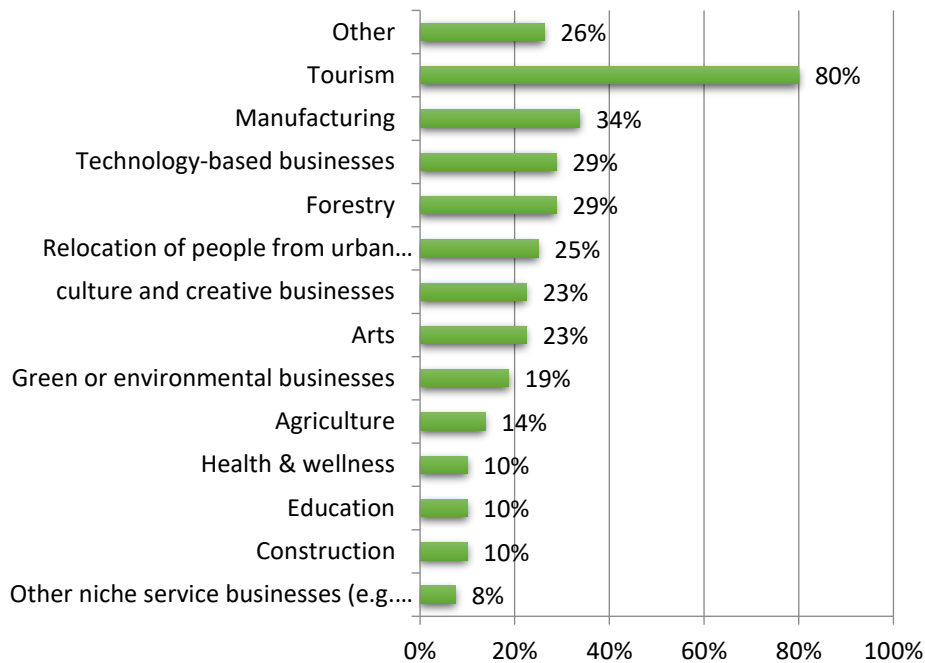


Note: # of respondents varies

Economic Drivers

Respondents believe that the economic drivers with the highest growth potential over the next 5 to 10 years include tourism (80% or 64 businesses), manufacturing (34% or 27 businesses), and technology-based businesses (29% or 23 businesses). For a list of drivers identified as “other”, refer to Appendix A.

Figure 90: Economic drivers with greatest growth potential

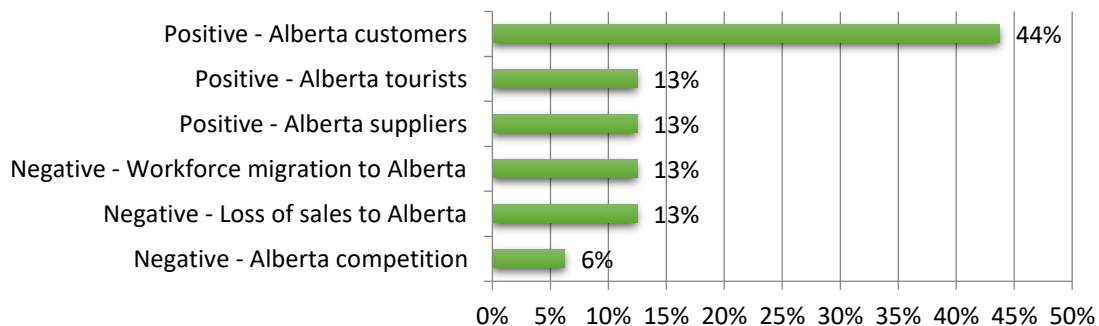


Note: 80 respondents

Proximity to Alberta

16 respondents (46%) reported that they were impacted by their proximity to Alberta. The general positive impact of the customer base coming from Alberta was the most significantly noted by 44% of respondents (7 businesses).

Figure 91: Impact of Proximity to Alberta



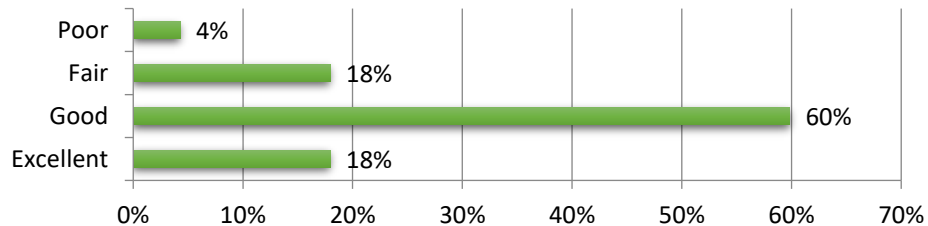
Note: 16 respondents

Assessment and Plans

Overall Health

The majority of businesses surveyed reported that their facility is in overall good health (60% or 70 businesses), 18% (21 businesses) reported that their facility's health is excellent, and 18% (21 business) reported that it is fair. 4% (5 businesses) of respondents indicated that their company is in poor health.

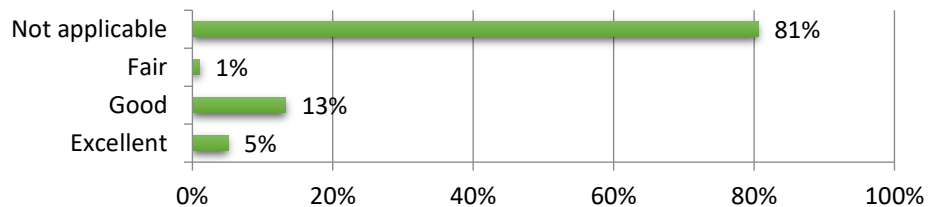
Figure 92: Facility's overall health



Note: 117 respondents

Most businesses with a parent company indicated that the health of that parent company is good (13% or 13 businesses).

Figure 93: Overall health of parent company

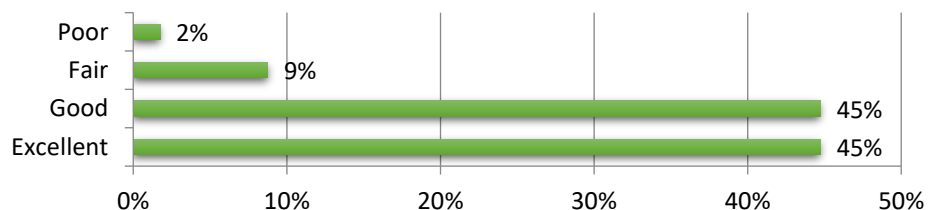


Note: 98 respondents

Attitude toward Community

45% of respondents (51 businesses), respectively, indicated that their local management's attitude toward the community is either excellent or good.

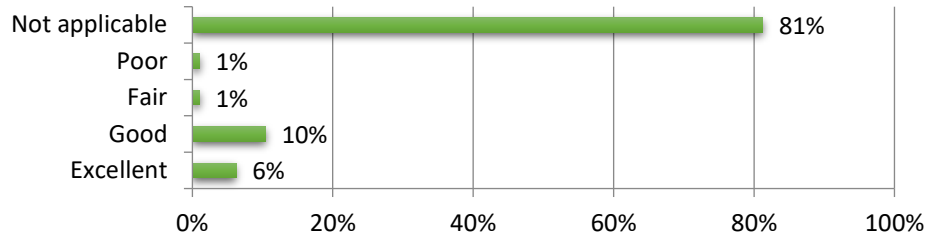
Figure 94: Local management's attitude toward community



Note: 114 respondents

Respondents indicated that their parent company's attitude toward the local community is most commonly good (10% or 10 businesses) or excellent (6% or 6 businesses).

Figure 95: Parent company's attitude toward local community

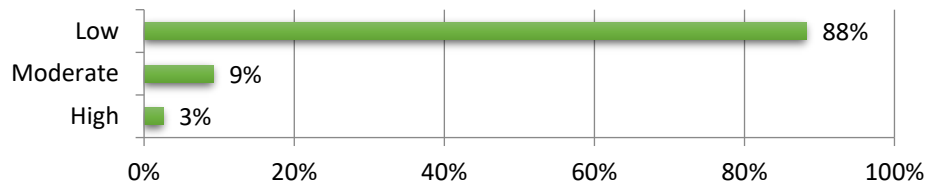


Note: 96 respondents

Risk of Closing or Downsizing

Data indicates that the risk of manufacturing related businesses closing is low. Just 3% (3 businesses) of the respondents reported that they are at a high risk of closing in the next 1-3 years, and just 9% (11 businesses) indicated they were at a moderate risk.

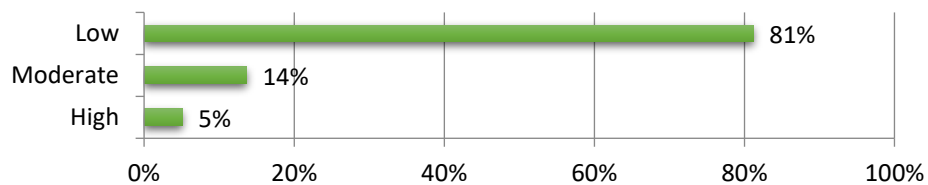
Figure 96: Risk of facility closing



Note: 119 respondents

Similarly, the data indicates that the risk of downsizing is low, with just 5% (6 businesses) indicating that the risk is high.

Figure 97: Risk of facility downsizing



Note: 117 respondents

RECOMMENDATIONS

Next Steps

The results of this survey can be used to inform short- and long-term business retention and expansion action planning at the regional, sub-regional, or community scale. Additionally, the regional overview of the manufacturing sector that this report provides may encourage or support future collaboration amongst stakeholder groups. Many Business Retention and Expansion (BRE) programs attempt to ensure that follow-up actions occur as soon as possible following completion of the survey stage. This approach builds credibility, a sense of success and momentum to carry out long-term actions.

Successful BRE programs pick an initial set of short-term actions that:

- can be completed in 6 months or less;
- are highly visible to businesses and the community as a whole; and
- have the potential for considerable impact with minimal input (i.e., the “low hanging fruit”).

As this study was commissioned by the Columbia Basin RDI, the immediate follow-up steps will be the distribution of the report to all potentially interested organizations with an offer to discuss further how this report may help them.

Many BRE actions also lead to long-term programs (e.g., a ‘Buy Local’ program), or ongoing plans and policies. Patience and a commitment over the long-term are critical in determining the success of these initiatives. For this reason, BRE should be thought of, and implemented as, an on-going process as opposed to a one-time project.

Some communities/stakeholder groups form committees or action groups around the themes or action areas identified in the BRE report to ensure success in implementation.

The following steps could be taken by stakeholders in the manufacturing sector to support links to planning and action:

1. Continually communicate (through press, presentations, electronic media, etc.) with the business community regarding actions and be clear that the actions are tied to the BRE process.
2. Build on the momentum of the BRE report and ensure actions and next steps are taken and kept on track. Include follow-up discussions with individual businesses (particularly to address red and green-flags). Consider using the tools to connect with businesses annually.
3. Host a business stakeholder forum to present findings, discuss common issues and potential solutions.
4. Host a facilitated action planning session with economic development stakeholders and industry representatives.
5. Based on results from the forums and action planning session, finalize priority actions, develop related action plans, update existing economic development plans and develop relationships with a broader network of support providers (at regional, provincial and national scales) to support implementation.
6. Establish a monitoring program to assess the impact of implementation efforts.

Potential Action Areas

Shipping & Receiving

A recurring theme was the need to improve shipping and receiving services. 15% of respondents indicated that improving shipping and receiving services would improve the services and infrastructure, and the area of greatest weakness identified by businesses were the cost associated with shipping and receiving. Affordable shipping and freight services were identified by 92% of businesses (77 respondents) as the most important action that could improve business competitiveness. Future work in this area could be undertaken to understand the specific challenges business face in this area, and identify potential actions.

Workforce – Recruitment & Retention

The businesses interviewed reported a total of 4,221 employees. 93% of employees are full-time, followed by 4% part-time employees, and 3% are temporary. The size of the workforce appears stable and healthy, with 44% of businesses indicating that the number of employees at their business has stayed the same. Anticipated employment trends are also stable with the majority of businesses expecting the number of casual, part time and full time employees to stay the same or increase. The majority of businesses (90%) recruit locally. 41% of businesses indicate that they currently face recruitment challenges, 40% anticipate future difficulties, and 23% of businesses stated they did believe there were strategies that could address recruitment. Respondents most commonly rely on word of mouth and advertising when recruiting, followed by recruiting firms. Actions identified by respondents that could prove helpful include: supporting affordable housing and providing training and education. General labourers and profession/technical employees were areas where future and current recruitment efforts are needed. Related to recruitment and retention, are the critical considerations for employees identified which include the cost of living and housing.

Youth Employment

Findings indicate that employees under the age of 26 are in the minority, with just 10% of essential employees under the age of 25. Increasing youth employment may assist in addressing the recruitment challenges that 41% of businesses report having. Actions on this theme could involve gaining a better understanding of the reasons for the low youth employment rate, connecting local businesses with youth employment programs (federally, provincially and/or through CBT), and connecting businesses with local schools and post-secondary institutions.

Business Growth & Expansion

55% of businesses in the region report being in a growth cycle and 24% are maturing. Respondents expect that the market for their product or service is increasing (60%), or stable (34%), and the majority see their market share increasing (56%) or stable (41%). The majority of businesses are anticipating low to moderate sales growth over the next year, with 35% expecting moderate sales growth between 1 – 9% and 26% expecting 10-24% sales growth. These findings indicate a strong and stable manufacturing sector, with optimism for continued growth. 56% of businesses indicate that the majority of their sales are to local markets. 68% indicate that they are planning to expand within the next three years. Over half (73%) of those businesses planning to expand feel their existing site is adequate, and 89% indicated that expansion would occur within the community. Businesses also report that employment rates are stable, and that they anticipate continued stability over the next three years. This data coupled with the general positive business climate and the optimism for the future provides a positive, stable report on business conditions in the

manufacturing sector. Actions in this area could include supporting existing businesses as they plan for local expansion/growth. Support could come in the form of assistance with navigating local regulations, assistance with accessing new markets, exploring financing options, assisting with recruitment activities, and connecting businesses with resources to assist in expansion projects. These potential actions and any others should be designed to address the stated barriers to expansion which include financing, the lack of suitable premises, and identifying and accessing new markets. It is worth noting that just one quarter (25%) of businesses sought assistance with expansion efforts from an external organisation. This is an area where improvements could be made to have local resources approach businesses proactively to understand barriers and work collaboratively towards solutions.

Small to Medium Sized and Independent Businesses

The profile of businesses surveyed indicates that businesses tend to be small to medium in size (50% have fewer than five employees, 61% are located in a facility that is less than 4,999 sq.ft., and 26% have annual sales under \$100,000 and \$499,999, and 26% have annual sales between \$1 million and \$4.9 million respectively) and independent (just 17% have other locations, and 18 respondents (19%) indicated that they had a parent company). The customer base for businesses appears to be somewhat diverse, with 28% of businesses indicating that just 1 - 9% of their sales are generated by their top three customers. It is noteworthy that full-time employees make up 93% of the workforce. Tailoring supports and services to small/medium sized, independent businesses will benefit businesses in the manufacturing sector. Services and supports should consider that 89% of functions provided by a business are 'manufacturing'. Actions to support and encourage small and medium sized businesses could include specific training targeted to the needs of small businesses and an exploration of shared service provision in the areas of payroll, human resources, employee recruitment, bookkeeping, etc. Additional actions could include promoting existing supports available from Small Business BC and the Basin Business Advisors Program.

Supply Sourcing and Procurement

The data indicates that 37% of supplies come from within the local region. The most common response (87%) for the reason why supplies are sourced outside of the local area is that they are not available locally. The ability to source local packaging services, as well as supplies of meats, dairy, fruits, vegetables and grains were the most frequently desired by respondents. There is an opportunity to engage in discussions with local area businesses to understand what opportunities may exist to increase local supply, and actively engage existing businesses or encourage new businesses to fill that role if feasible. Strengthening the link between local food suppliers/producers and local area businesses could also be explored. A regional stakeholder round table discussion could be a way to begin the conversation to increase supply options locally. A potential related impact could be the diversification of the local economy.

Training

Improving technical training and workforce skill development is important for business competitiveness. Findings indicate that 43% of businesses *do* have a training budget and 68% indicated that training typically occurs locally. Just 44% of businesses were aware of new trends, technologies and industry changes that will require new skills, indicating that there is room for education among businesses on the latest trends and technologies specific to the manufacturing

sector. 79% identified specific areas for current training/professional development, and those include sales and marketing and technical training. Respondents also indicated that over the next five years additional training in marketing/social media and computer and technology training would be needed. There is a preference for classroom (61%) or individual coaching (53%) style formats. Future initiatives could include supporting networks to help businesses identify shared training needs, increasing awareness of new trends, technologies and changes to the manufacturing sector, and working with local educational institutions to ensure local skill requirements are considered in programming.

Succession and Business Planning

Business and succession planning are critical to the health and longevity of businesses, yet only 17% of respondents indicated that they have a formal succession plan and just over half (52%) have an up-to-date business plan. 55% of respondents indicated that their business is in the 'growing' phase, with 24% in the 'maturing' phase, and 35% of all respondents have been in operation for 20 years and over. Findings suggest that there are opportunities to support the business community by providing succession and business planning assistance, with some tailoring to target small to medium sized, independent businesses in the manufacturing sector. Open, instructive training sessions have the potential to provide a base level of support to a large number of businesses; however, given the importance of individual circumstances in business and succession planning, a one-on-one assistance program could result in greater overall benefit by providing a higher level of support to businesses. Any future business planning support initiatives should be aggressively advertised to ensure uptake among businesses, and may include direct outreach to those businesses identified as part of the BRE survey.

APPENDIX A: DATA TABLES

Company Information

NAICS Classification	Total	
Manufacturing	31-33	125
Total		125
Survey Participants:	125	
Question Respondents:	125	

Figure 1.: Industry Classification by Region			Count	Percent of Question Respondents
Industry Classification by Region	RDI Region	Year		
Manufacturing	Castlegar	2012	1	0.80%
	Columbia Valley	2012	4	3.20%
	Cranbrook	2012	2	1.60%
		2013	3	2.40%
		2014	1	0.80%
		2015	1	0.80%
	Creston & Area	2012	4	3.20%
		2016	8	6.40%
	Ferne & Area	2012	4	3.20%
		2016	4	3.20%
	Golden	2012	1	0.80%
		2013	2	1.60%
	Grand Forks & Area	2012	5	4.00%
		2014	1	0.80%
	Kaslo	2014	1	0.80%
		2015	8	6.40%

	Kimberly	2012	1	0.80%
		2014	2	1.60%
	Ootenay Boundary	2012	4	3.20%
		2015	1	0.80%
	Lower Columbia	2012	5	4.00%
		2014	2	1.60%
		2015	3	2.40%
	Nakusp	2013	1	0.80%
	Nelson & Area	2012	12	9.60%
		2015	13	10.40%
	Revelstoke	2012	2	1.60%
		2015	10	8.00%
	Rossland	2012	1	0.80%
	Slocan Valley	2012	5	4.00%
		2013	9	7.20%
		2014	1	0.80%
	Sparwood	2013	2	1.60%
		2014	1	0.80%
	Total			125
Survey Participants:	125			
Question Respondents:	125			
No Response Count:	0			
Response Rate:	100%			

Figure 2.: Functions located at this facility	Count	Percent of Question Respondents
Engineering/RD	42	44%
Warehousing	49	52%
Distribution	52	55%
Services	60	63%

Headquarters	64	67%
Manufacturing	85	89%
Total	352	

Survey Participants: 125
Question Respondents: 95
No Response Count: 30
Response Rate: 76%

Figure 3.: Who are your competitors?: Where are your competitors located?	Count	Percent of Question Respondents
In Canada	9	19%
In Province	10	21%
Outside Canada	14	29%
In Region	25	52%
None	1	2%
Total	59	

Survey Participants: 125
Question Respondents: 48
No Response Count: 77
Response Rate: 38%

Figure 4.: What are the factors that make your company successful here?	Count	Percent of Question Respondents
Excellent market	1	0.89%
Good farm land	1	0.89%
Knowledgeable staff	1	0.89%
Lifestyle	1	0.89%
Supportive community	1	0.89%
Tourism	1	0.89%
Customer loyalty	2	1.79%
Established business	2	1.79%
Excellent staff	2	1.79%
Demand for products and services	3	2.68%
Word of mouth	3	2.68%
Competitive pricing	4	3.57%
Deversified product / services	4	3.57%
Natural resources	4	3.57%
Niche product	4	3.57%

Experience	5	4.46%
Hard work	5	4.46%
Lack of competition	5	4.46%
Reputation	5	4.46%
Workforce	5	4.46%
Customer Service	6	5.36%
Community support	7	6.25%
Location	10	8.93%
Quality product / service	21	18.75%
Total	103	

Survey Participants: 125
 Question Respondents: 112
 No Response Count: 13
 Response Rate: 90%

Figure 5.:Why did you choose this community to locate your business?	Count	Percent of Question Respondents
Business expansion	1	2%
Connections to the community	1	2%
Established business	1	2%
Market growth	1	2%
Bought an existing business	3	6%
Born and raised here	4	8%
Business opportunity	4	8%
Close to family	4	8%
Natural resources	4	8%
Lifestyle	10	20%
Location	11	22%
Already living here	13	27%
Total	57	

Survey Participants: 125
 Question Respondents: 49
 No Response Count: 76
 Response Rate: 39%

Figure 6.:Does this company have another location elsewhere?	Count	Percent of Question Respondents
Yes	18	17%

No	86	83%
Total	104	

Survey Participants: 125
Question Respondents: 104
No Response Count: 21
Response Rate: 83%

Figure 7.: Does this company have another location elsewhere?: If Yes, where?	Count	Percent of Question Respondents
Outside Canada	2	29%
In Province	4	57%
Elsewhere in nation	5	71%
Total	11	

Survey Participants: 125
Question Respondents: 7
No Response Count: 11
Parent Question 'Yes' Respondents: 18
Parent Question Respondents: 104
Response Rate: 39%

Figure 8.: Location of company's headquarters	Count	Percent of Question Respondents
Outside Canada	3	3%
Elsewhere in nation	5	6%
In Province	81	91%
Total	89	

Survey Participants: 125
Question Respondents: 89
No Response Count: 36
Response Rate: 71%

Figure 8b: Location of company's headquarters: Province	Count	Percent of Question Respondents
AL	1	2.17%
QC	1	2.17%
WA	1	2.17%
ON	2	4.35%

BC	41	89.13%
Total	46	

Survey Participants: 125
 Question Respondents: 46
 No Response Count: 79
 Response Rate: 37%

Figure 8c: Location of company's headquarters: Nation	Count	Percent of Question Respondents
United States	2	5.00%
Canada	38	95.00%
Total	40	

Survey Participants: 125
 Question Respondents: 40
 No Response Count: 85

Figure 9.: Life cycle stage of firm's primary product/service	Count	Percent of Question Respondents
Declining	8	7%
Emerging	17	14%
Growing	66	55%
Maturing	29	24%
Total	120	

Survey Participants: 125
 Question Respondents: 120
 No Response Count: 5
 Response Rate: 96%

Figure 10.:How long has this facility operated	Count	Percent of Question Respondents
<1 Year	7	6%

1-4 Years	20	17%
5-9 Years	19	16%
10-19 Years	32	27%
>20 Years	42	35%
Total	120	

Survey Participants:	125
Question Respondents:	120
No Response Count:	5
Response Rate:	96%

Figure 11.: What is this company's ownership status?	Count	Percent of Question Respondents
Publicly owned	10	8%
Privately owned	109	92%
Total	119	

Survey Participants:	125
Question Respondents:	119
No Response Count:	6
Response Rate:	95%

Figure 11b: What is this company's legal status?	Count	Percent of Question Respondents
Limited liability partnership (LLP)	4	3%
Partnership	10	8%
Sole proprietorship	38	31%
Corporation	69	56%
Other	2	2%
Total	123	

Survey Participants:	125
Question Respondents:	123
No Response Count:	2
Response Rate:	98%

Figure 11c: What is this company's legal status?: If <i>Other</i>, please specify	Count	Percent of Question Respondents
Co-operative	1	1%
Partnership/Corporation	1	1%
Total	2	
Survey Participants:	125	

Question Respondents: 2
 No Response Count: 0
 Parent Question 'Other' Respondents: 2
 Parent Question Respondents: 123
 Response Rate: 100%

Figure 12.: Has the local facility changed owners or managers in the past 5 years?	Count	Percent of Question Respondents
Yes	28	24%
No	91	76%
Total	119	

Survey Participants: 125
 Question Respondents: 119
 No Response Count: 6

Figure 12b: If <i>Yes</i>, describe the local impact of the change	Count	Percent of Question Respondents
Neutral	3	11.54%
Positive	23	88.46%
Total	26	

Survey Participants: 125
 Question Respondents: 26
 No Response Count: 2
 Parent Question 'Yes' Respondents: 28
 Parent Question Respondents: 119
 Response Rate: 93%

Figure 12c: Is an ownership change pending for this facility?	Count	Percent of Question Respondents
Yes	17	14.29%
No	102	85.71%
Total	119	

Survey Participants: 125
 Question Respondents: 119
 No Response Count: 6
 Response Rate: 95%

Figure 13.: If Yes what is the anticipated time frame	Count	Percent of Question Respondents
1 year or less	3	20%
2 years	3	20%
3 years or more	9	60%
Total	15	

Survey Participants: 125
 Question Respondents: 15
 No Response Count: 2
 Parent Question 'Yes' Respondents: 17
 Parent Question Respondents: 119
 Response Rate: 88%

Figure 14.: If Yes, how do you intend to exit the business?	Count	Percent of Question Respondents
Sell to another company	4	24%
Sell/transfer to a family member	5	29%
Sell/transfer to a non-family member	7	41%
Other	1	6%
Total	17	

Survey Participants: 125
 Question Respondents: 17
 No Response Count: 0
 Parent Question 'Yes' Respondents: 17

Parent Question Respondents: 119
 Response Rate: 100%

Figure 14b: If Yes, how do you intend to exit the business?: If <i>other</i>, please explain	Count	Percent of Question Respondents
Don't know	1	5.88%
Total	1	

Survey Participants: 125
 Question Respondents: 1
 No Response Count: 0
 Parent Question 'Other' Respondents: 1
 Parent Question Respondents: 17
 Response Rate: 100%

Figure 15: Is there a formal succession plan?	Count	Percent of Question Respondents
Yes	18	17%
No	85	78%
Not applicable	6	6%
Total	109	

Survey Participants: 125
 Question Respondents: 109
 No Response Count: 16
 Response Rate: 87%

Figure 15b: Have you identified a successor to your business?	Count	Percent of Question Respondents
Yes	24	22.02%
No	85	77.98%
Total	109	

Survey Participants: 125
 Question Respondents: 109
 No Response Count: 16
 Response Rate: 87%

Figure 15c: If Yes, have you been assisted in preparation of a succession plan?	Count	Percent of Question Respondents
Yes	8	61.54%
No	5	38.46%
Total	13	

Survey Participants: 125
 Question Respondents: 13
 No Response Count: 5
 Parent Question 'Yes' Respondents: 18
 Parent Question Respondents: 109
 Response Rate: 72%

Figure 15d: If Yes, by whom	Count	Percent of Question Respondents
Accountant	1	12.50%
Business partner	1	12.50%
Other	3	37.50%
Total	5	

Survey Participants: 125
 Question Respondents: 8
 No Response Count: 0
 Parent Question 'Yes' Respondents: 8
 Parent Question Respondents: 13
 Response Rate: 100%

Figure 15e: If Yes, by whom: If <i>other</i>, please explain	Count	Percent of Question Respondents
Business partner	1	12.50%
Canadian Independent Federation of Businesses	1	12.50%
Accountant	2	25.00%
In house	2	25.00%
Total	6	
Survey Participants:	125	

Question Respondents: 6
 No Response Count: 0

Parent Question 'Other' 5
 Respondents:
 Parent Question Respondents: 8
 Response Rate: 100%

Figure 16.:Does this firm have a current written business plan?	Count	Percent of Question Respondents
Yes	59	52%
No	54	48%
Total	113	

Survey Participants: 125
 Question Respondents: 113
 No Response Count: 12
 Response Rate: 90%

Local Workforce

Figure 17.: Total number of employees at this facility*: Total employees	Count	Percent of Question Respondents
Less than 5	63	50%
5-9	18	14%
10-19	17	14%
20-49	16	13%
50-99	4	3%
Over 100	7	6%
Total	125	

Total employees: 4221

Survey Participants: 125
 Question Respondents: 125
 No Response Count: 0
 Response Rate: 100%

Figure 18.: Nature of Employment	Count	Percent of Question Respondents
Full Time	3923	93%
Part Time	185	4%
Temporary	113	3%
Total	4221	

Survey Participants: 125
 Question Respondents: 125
 Response Rate: 100.00%

Figure 18b: Total number of employees at this facility*: Full-time employees	Count	Percent of Question Respondents
Less than 5	74	59.20%
5-9	14	11.20%
10-19	13	10.40%
20-49	14	11.20%
50-99	3	2.40%
Over 100	7	5.60%
Total	125	

Total full-time employees: 3923

Survey Participants: 125
 Question Respondents: 125
 No Response Count: 0
 Response Rate: 100%

Figure 18c: Total number of employees at this facility*: Part-time employees	Count	Percent of Question Respondents
Less than 5	116	92.80%
5-9	6	4.80%
10-19	2	1.60%
20-49	1	0.80%
Total	125	
Total part-time employees:	185	

Survey Participants: 125
 Question Respondents: 125
 No Response Count: 0
 Response Rate: 100%

Figure 18d: Total number of employees at this facility*: Temporary employees	Count	Percent of Question Respondents

Less than 5	120	96.00%
5-9	2	1.60%
10-19	2	1.60%
20-49	1	0.80%
Total	125	

Total temporary employees: 113

Survey Participants: 125
Question Respondents: 125
No Response Count: 0
Response Rate: 100%

Figure 19.: Historical employment trend	Count	Percent of Question Respondents
Declining	26	23%
Staying the same	51	44%
Increasing	38	33%
Total	115	

Survey Participants: 125
Question Respondents: 115
No Response Count: 10
Response Rate: 92%

Figure 20.:How did the number of staff change, if at all, in the last 3 years?: Fulltime	Count	Percent of Question Respondents
Increased	40	36%
Stayed the same	61	54%
Decreased	11	10%
Total	112	

Survey Participants: 125
Question Respondents: 112
No Response Count: 13
Response Rate: 90%

Figure 20b: How did the number of staff change, if at all, in the last 3 years?: Part-time	Count	Percent of Question Respondents

Increased	20	20%
Stayed the same	64	65%
Decreased	14	14%
Total	98	

Survey Participants: 125
Question Respondents: 98
No Response Count: 27
Response Rate: 78%

Figure 20c: How did the number of staff change, if at all, in the last 3 years?: Casual	Count	Percent of Question Respondents
Increased	8	10%
Stayed the same	68	81%
Decreased	8	10%
Total	84	

Survey Participants: 125
Question Respondents: 84
No Response Count: 41
Response Rate: 67%

Figure 21.:How do you expect the number of staff to change, if at all over the next 3 years?: Fulltime	Count	Percent of Question Respondents
Increased	51	47%
Stayed the same	54	50%
Decreased	4	4%
Total	109	

Survey Participants: 125
Question Respondents: 109
No Response Count: 16
Response Rate: 87%

Figure 21b: How do you expect the number of staff to change, if at all over the next 3 years?: Part-time	Count	Percent of Question Respondents
Increased	34	34%

Stayed the same	61	62%
Decreased	4	4%
Total	99	

Survey Participants: 125
Question Respondents: 99
No Response Count: 26
Response Rate: 79%

Figure 21c: How do you expect the number of staff to change, if at all over the next 3 years?: Casual	Count	Percent of Question Respondents
Increased	25	30%
Stayed the same	56	68%
Decreased	1	1%
Total	82	

Survey Participants: 125
Question Respondents: 82
No Response Count: 43
Response Rate: 66%

Figure 22.: Describe the majority of essential personnel at this location	Count	Percent of Question Respondents
Less than 25	11	10%
26 - 34	18	17%
35 - 49	61	56%
50 or older	19	17%
Total	109	

Survey Participants: 125
Question Respondents: 109
No Response Count: 16
Response Rate: 87%

Figure 23.: Describe the wage scale here compared to all other firms locally	Count	Percent of Question Respondents
Lower than	8	9%
Same as	49	53%
Greater than	36	39%

Total	93	
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Survey Participants: 125
Question Respondents: 93
No Response Count: 32
Response Rate: 74%

Figure 23b: Average hourly wage: Skilled/Professional	Count	Percent of Question Respondents
Under \$10	6	7%
\$10-\$12.99	5	6%
\$13-\$14.99	2	2%
\$15-\$19.99	7	9%
\$20-\$29.99	34	42%
\$30-49.99	24	30%
\$50-\$99	3	4%
Total	81	

Survey Participants: 125
Question Respondents: 81
No Response Count: 44
Response Rate: 65%

Figure 23c: Average hourly wage: Semi-skilled	Count	Percent of Question Respondents
Under \$10	3	5%
\$10-\$12.99	7	11%
\$13-\$14.99	3	5%
\$15-\$19.99	20	31%
\$20-\$29.99	28	43%
\$30-49.99	4	6%
Total	65	

Survey Participants: 125
Question Respondents: 65
No Response Count: 60
Response Rate: 52%

Figure 23d: Average hourly wage: Entry-level	Count	Percent of Question Respondents
Under \$10	5	9%
\$10-\$12.99	16	28%
\$13-\$14.99	10	17%

\$15-\$19.99	16	28%
\$20-\$29.99	11	19%
Total	58	

Survey Participants: 125
Question Respondents: 58
No Response Count: 67
Response Rate: 46%

Figure 24.:Is the number of unfilled positions	Count	Percent of Question Respondents
Stable	77	83%
Decreasing	3	3%
Increasing	13	14%
Total	93	

Survey Participants: 125
Question Respondents: 93
No Response Count: 32
Response Rate: 74%

Figure 25.: Where does the company attract the majority of its workers from?	Count	Percent of Question Respondents
Nationally	4	4%
Provincially	7	6%
Locally	99	90%
Total	110	

Survey Participants: 125
Question Respondents: 110
No Response Count: 15
Response Rate: 88%

Figure 26.: Recruitment and retention challenges	Count	Percent
Retention challenges	29	26%
Recruitment challenges	48	41%

Figure 26b: Is employee retention a problem?	Count	Percent of Question Respondents
Yes	29	25.89%
No	83	74.11%

Total	112	
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Survey Participants: 125
Question Respondents: 112
No Response Count: 13
Response Rate: 90%

Figure 26c: Is the company experiencing recruitment problems with any employee positions or skills?	Count	Percent of Question Respondents
Yes	48	41%
No	68	59%
Total	116	

Survey Participants: 125
Question Respondents: 116
No Response Count: 9
Response Rate: 93%

Figure 27.: If applicable, please describe any challenges and / or efforts you have undertaken to retain employees.	Count	Percent of Question Respondents
Cost of living allowance	1	2%
Professional development	1	2%
Staff discounts	1	2%
Addressing employees needs	2	4%
Avoid layoffs (find extra work)	2	4%
Housing	3	6%
Training	3	6%
Bonuses	4	8%
Support personal growth and skill development	4	8%
Flex Time	7	13%
Support a positive environment	7	13%
Benefits	9	17%
Fair wages	14	26%

None	6	11%
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Total 64

Survey Participants: 98
 Question Respondents: 53
 No Response Count: 45
 Response Rate: 54%

Figure 28.:If applicable, please describe any recruitment activities or strategies you have undertaken to attract employees.	Count	Percent of Question Respondents
College recruitment	1	2%
Contact with KES	1	2%
Job Fairs	1	2%
Networking	1	2%
Selling on lifestyle	1	2%
Trade Journals	1	2%
Training opportunities	1	2%
Offer benefits/bonuses	2	3%
Social media (Facebook/ LinkedIn)	2	3%
Training	2	3%
Canada Job Bank	3	5%
Road side sign	3	5%
WorkBC	3	5%
Online job boards	4	7%
Recruiting Firms	5	9%
Advertising	16	28%
Word of mouth	18	31%
None	11	19%
Total	76	
Survey Participants:	98	

Question Respondents: 58
 No Response Count: 40
 Response Rate: 59%
College recruitment 1 2%
Contact with KES 1 2%

Figure 29.: Is the company experiencing recruitment problems with any employee positions or skills?: If Yes, in which category(s)?	Count	Percent of Question Respondents
Food/Beverage Service	1	2%
Graphics Arts/Printing	1	2%
Sales/Service	1	2%
Assembler/Line Workers	2	4%
CDL Drivers	2	4%
Sales/Retail	2	4%
Advanced Manufacturing Workers	3	6%
Mechanics	3	6%
Professional/Other	3	6%
Administrative/Clerical	4	9%
Construction/Contractors	4	9%
Electrical/Electronics	4	9%
Machinists	4	9%
Maintenance	5	11%
Manufacturing/Other	5	11%
Material/Fabricators	5	11%
Plant Managers / Operators	5	11%
Machine Operators	8	17%
Professional/Technical	8	17%
General Laborer	10	21%
None	1	2%
Other	28	60%
Total	109	

Survey Participants:	125
Question Respondents:	47
No Response Count:	1
Parent Question 'Yes' Respondents:	48
Parent Question Respondents:	116

Figure 29b: Is the company experiencing recruitment problems with any employee	Count	Percent of Question Respondents
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positions or skills?: Other (specify job roles/titles)		
Bookkeepers	1	2.13%
Chemists	1	2.13%
Commercial drivers	1	2.13%
Computer technologists	1	2.13%
Computer-aided design (CAD) technologists	1	2.13%
Herbalist	1	2.13%
Lumber grading	1	2.13%
Machine operators	1	2.13%
Professional designers	1	2.13%
Managers	2	4.26%
Engineers	5	10.64%
Skilled trades	10	21.28%
Total	26	
Survey Participants:	125	
Question Respondents:	24	
No Response Count:	4	

Parent Question 'Other'
 Respondents: 28
 Parent Question
 Respondents: 47
 Response Rate: 86%

Figure 30.: Do you anticipate future recruiting difficulties i.e. 3-5 year?	Count	Percent of Question Respondents
Yes	46	40.00%
No	69	60.00%
Total	115	

Survey Participants: 125
 Question Respondents: 115
 No Response Count: 10
 Response Rate: 92%

Figure 30b: Do you anticipate future recruiting difficulties i.e.	Count	Percent of Question Respondents
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3-5 year?: If Yes, in what area(s)?		
CDL Drivers	1	2%
Assembler/Line Workers	2	4%
Construction/Contractors	2	4%
Food/Beverage Service	2	4%
Plant Managers/Operators	2	4%
Professional/Other	2	4%
Sales/Retail	2	4%
Sales/Service	2	4%
Advanced Manufacturing Workers	3	7%
Manufacturing/Other	3	7%
Electrical/Electronics	4	9%
Maintenance	4	9%
Mechanics	4	9%
Machine Operators	5	11%
Machinists	5	11%
Material/Fabricators	5	11%
General Laborer	7	16%
Professional/Technical	7	16%
Other	27	60%
Total	89	
Survey Participants:	125	

Question Respondents: 45
 No Response Count: 1
 Parent Question 'Yes' Respondents: 46
 Parent Question Respondents: 115
 Response Rate: 98%

Figure 30c: Do you anticipate future recruiting difficulties i.e. 3-5 year? : Other (specify job roles/titles)	Count	Percent of Question Respondents
Bakers	1	2.22%
Brewers	1	2.22%
Butchers	1	2.22%
General laborer	1	2.22%

Lumber graders	1	2.22%
Managers	1	2.22%
Computer professionals	3	6.67%
Engineers	5	11.11%
Skilled/Professional	8	17.78%
Total	22	
Survey Participants:	125	
Question Respondents:	22	
No Response Count:	5	
Parent Question 'Other' Respondents:	27	
Parent Question Respondents:	45	

Response Rate: 81%

Figure 31.: Is there anything we can do to help overcome issues with employee recruitment?	Count	Percent of Question Respondents
Yes	9	23%
No	31	78%
Total	40	

Survey Participants: 125
 Question Respondents: 40
 No Response Count: 85
 Response Rate: 32%

Figure 31b: Is there anything we can do to help overcome issues with employee recruitment?: If Yes, please explain	Count	Percent of Question Respondents
Better job advertising	1	12.50%
Bring cost of living down	1	12.50%
HR training for businesses	1	12.50%
Improve health care and hospital services	1	12.50%
Job shadowing programs	1	12.50%

Provide training and education	2	25.00%
Support affordable housing	2	25.00%
Total	9	
Survey Participants:	125	
Question Respondents:	8	

No Response Count: 1

Parent Question 'Yes' Respondents: 9

Parent Question Respondents: 40

Response Rate: 89%

Figure 32.: Skill Level of Majority of Workforce	Count	Percent of Question Respondents
Skilled/Professional	56	53%
Semi-skilled	16	15%
Entry-level	11	10%
Total	83	

Figure 32b: Percent of workforce: Skilled/Professional	Count	Percent of Question Respondents
less than 25%	14	13.33%
25 to 49%	20	19.05%
50 to 74%	28	26.67%
75 to 100%	43	40.95%
Total	105	

Survey Participants: 125

Question Respondents: 105

No Response Count: 20

Response Rate: 84%

Figure 32c: Percent of workforce: Semi-skilled	Count	Percent of Question Respondents
less than 25%	25	33.78%
25 to 49%	23	31.08%
50 to 74%	19	25.68%
75 to 100%	7	9.46%
Total	74	

Survey Participants: 125
 Question Respondents: 74
 No Response Count: 51
 Response Rate: 59%

Figure 32d: Percent of workforce: Entry-level	Count	Percent of Question Respondents
less than 25%	32	50.79%
25 to 49%	17	26.98%
50 to 74%	9	14.29%
75 to 100%	5	7.94%
Total	63	

Survey Participants: 125
 Question Respondents: 63
 No Response Count: 62
 Response Rate: 50%

Figure 33.: Does the company provide a training budget in order to upgrade employee's skills?	Count	Percent of Question Respondents
Yes	49	43%
No	64	57%
Total	113	

Survey Participants: 125
 Question Respondents: 113
 No Response Count: 12
 Response Rate: 90%

Figure 33b: Does the company offer in-house training?	Count	Percent of Question Respondents
Yes	42	89%
No	5	11%
Total	47	

Survey Participants: 125
 Question Respondents: 47
 No Response Count: 78
 Response Rate: 38%

Figure 33c: Does the company use Contracted Training?	Count	Percent of Question Respondents
Yes	11	23%
No	37	77%
Total	48	

Survey Participants: 125
 Question Respondents: 48
 No Response Count: 77
 Response Rate: 38%

Figure 34.: Are you aware of any anticipated trends, technologies, significant changes that will be occurring in your industry that will require new skills?	Count	Percent of Question Respondents
Yes	50	44%
No	63	56%
Total	113	

Survey Participants: 125
 Question Respondents: 113
 No Response Count: 12
 Response Rate: 90%

Figure 35.:Are there any areas of training or professional development that would be of benefit to you or your employees?	Count	Percent of Question Respondents
Yes	92	78.63%
No	25	21.37%
Total	117	

Survey Participants: 125
 Question Respondents: 117
 No Response Count: 8
 Response Rate: 94%

Figure 36.:Are there any areas of training or professional development	Count	Percent of Question Respondents
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that would be of benefit to you or your employees?: If Yes, what are they?		
Bookkeeping	1	1%
Forklift Training	1	1%
Herbalist training	1	1%
LEAN initiatives	1	1%
Metal fabrication	1	1%
Office skills	1	1%
Personal growth workshops	1	1%
Time management	1	1%
Word Press	1	1%
Emerging technologies	2	2%
Accounting/Bookeeping	4	4%
Web site design	4	4%
Computer skills	5	6%
Social media	5	6%
Customer service	6	7%
Industrial equipment operations	6	7%
Managerial training	7	8%
Business Management	8	9%
Safety/First Aid/Food Safe	9	10%
Emerging industry practices	10	11%
Technical training	14	16%
Sales/Marketing	28	31%
Total	117	

Survey Participants: 125
 Question Respondents: 90
 No Response Count: 2
 Parent Question 'Yes' Respondents: 92
 Parent Question Respondents: 117
 Response Rate: 98%

Figure 37.: What modes of education/training work best for you?	Count	Percent of Question Respondents
Online/ Webinar training	43	40%
Individual coaching	57	53%
Classroom	66	61%
Other	17	16%
Total	183	

Survey Participants: 125
 Question Respondents: 108
 No Response Count: 17
 Response Rate: 86%

Figure 37b: What modes of education/training work best for you?: Other Name	Count	Percent of Question Respondents
Online/ Webinar training	1	0.93%
Mentor	2	1.85%
Trade shows / Conferences	6	5.56%
In-house / Hands on / Workshop	7	6.48%
Total	16	
Survey Participants:	125	

Question Respondents: 16
 No Response Count: 1
 Parent Question 'Other' Respondents: 17
 Parent Question Respondents: 108
 Response Rate: 94%

Figure 38.: When your staff attend training/certification, where do they usually access the training?	Count	Percent of Question Respondents
United States	15	15%
Rest of Canada	16	16%
Regional	26	26%

British Columbia	34	34%
Local	69	68%
Total	160	

Survey Participants: 125
 Question Respondents: 101
 No Response Count: 24
 Response Rate: 81%

Union status	Count	Percent of Question Respondents
Yes	7	6%
No	89	77%
Not applicable	20	17%
Total	116	

Survey Participants: 125
 Question Respondents: 116
 No Response Count: 9
 Response Rate: 93%

Figure 39.: Please indicate which issues you believe are critical to your employees?	Count	Percent of Question Respondents
Transportation	22	30%
Child care	25	34%
Housing	42	58%
Cost of living	51	70%
Other	22	30%
Total	162	

Survey Participants: 98
 Question Respondents: 73
 No Response Count: 25
 Response Rate: 74%

Figure 39b: Please indicate which issues you believe are critical to your employees?: If Other, please list any other issues	Count	Percent of Question Respondents
Double income opportunities	1	1.37%

Getting enough work hours	1	1.37%
Lack of amenities	1	1.37%
Training	1	1.37%
Work environment	1	1.37%
Affordable housing	2	2.74%
Cost of living	2	2.74%
Job security	2	2.74%
Public transit	2	2.74%
Seasonality of work	2	2.74%
Lifestyle	3	4.11%
Wages	5	6.85%
Total	23	

Survey Participants: 98
Question Respondents: 24
No Response Count: 0

In general terms, what percent of your workforce lives in the: Community (%)	Count	Percent of Question Respondents
0-24%	2	2.53%
50-74%	5	6.33%
75-100%	72	91.14%
Total	79	

Survey Participants: 98
Question Respondents: 79
No Response Count: 19
Response Rate: 81%

In general terms, what percent of your workforce lives in the: Region (%) - includes entire Columbia Basin-Boundary region	Count	Percent of Question Respondents
0-24%	16	69.57%
25-49%	3	13.04%
75-100%	4	17.39%
Total	23	

Survey Participants: 98

Question Respondents: 23
 No Response Count: 75
 Response Rate: 23%

In general terms, what percent of your workforce lives in the: Outside of region (%)	Count	Percent of Question Respondents
0-24%	12	75.00%
25-49%	1	6.25%
50-74%	1	6.25%
75-100%	2	12.50%
Total	16	

Survey Participants: 98
 Question Respondents: 16
 No Response Count: 82
 Response Rate: 16%

Sales

Figure 40.: Annual sales at this facility (optional)	Count	Percent of Question Respondents
Under \$25,000	9	11%
\$49,999 to \$25,000	6	7%
\$99,999 to \$50,000	5	6%
499,999 to \$100,000	21	26%
\$999,999 to \$500,000	6	7%
\$4.9 million to 1 million	21	26%
\$9.9 million to 5 million	5	6%
\$19.9 million to 10 million	1	1%
\$50 million to 20 million	4	5%
over \$50 million	4	5%
Total	82	

Survey Participants: 125
 Question Respondents: 82
 No Response Count: 43
 Response Rate: 66%

Figure 41.: Is the market for your product	Count	Percent of Question Respondents
Stable	42	34%
Decreasing	7	6%
Increasing	74	60%
Total	123	

Survey Participants: 125
 Question Respondents: 123
 No Response Count: 2
 Response Rate: 98%

Figure 42.: Is the market share (compared to your competitors) of your company's products	Count	Percent of Question Respondents
Stable	41	41%
Decreasing	3	3%
Increasing	57	56%
Total	101	

Survey Participants: 125
 Question Respondents: 101
 No Response Count: 24
 Response Rate: 81%

Figure 43.: What is the projected sales growth in the next year at this business?	Count	Percent of Question Respondents
Declining	1	1%
0%	15	14%
1 - 9%	38	35%
10 - 24%	28	26%
25 - 49%	17	16%
50 - 99%	8	7%
Over 100%	2	2%
Total	109	

Survey Participants: 125
 Question Respondents: 109
 No Response Count: 16
 Response Rate: 87%

Figure 44.: Historical sales trend: At this business (past five years)	Count	Percent of Question Respondents
Declining	10	8%
Staying the same	16	13%
Increasing	84	71%
Not applicable	9	8%
Total	119	

Survey Participants: 125
 Question Respondents: 119
 No Response Count: 6
 Response Rate: 95%

Figure 44b: Historical sales trend: At the parent company	Count	Percent of Question Respondents
Declining	2	2%
Staying the same	10	11%
Increasing	16	18%
Not applicable	60	68%
Total	88	

Survey Participants: 125
 Question Respondents: 88
 No Response Count: 37
 Response Rate: 70%

Figure 44c:: Historical sales trend: Within the industry	Count	Percent of Question Respondents
Declining	10	9%
Staying the same	30	28%

Increasing	51	48%
Not applicable	16	15%
Total	107	

Survey Participants: 125
Question Respondents: 107
No Response Count: 18
Response Rate: 86%

Figure 45.: Historical export sales trend	Count	Percent of Question Respondents
Declining	7	7%
Staying the same	13	13%
Increasing	30	29%
Not applicable	54	52%
Total	104	

Survey Participants: 125
Question Respondents: 104
No Response Count: 21
Response Rate: 83%

Figure 46.:Percent of total sales generated by top 3 customers	Count	Percent of Question Respondents
1 - 9%	7	28%
10 - 25%	5	20%
26 - 50%	3	12%
51 - 75%	4	16%
76 - 100%	6	24%
Total	25	

Survey Participants: 98
Question Respondents: 25
No Response Count: 73
Response Rate: 26%

Figure 47.: Source of Majority of Sales	Count	Percent of Question Respondents
Local	56	56%
Provincial	8	8%
National	6	6%
United States	10	10%
International	3	3%
Total	83	

Figure 47b: Please identify the source of your sales by percentage: International	Count	Percent of Question Respondents
0%	17	41.46%
1-9%	7	17.07%
10-19%	5	12.20%
20-29%	2	4.88%
30-39%	4	9.76%
40-49%	1	2.44%
50-59%	2	4.88%
70-79%	1	2.44%
90-99%	2	4.88%
Total	41	

Survey Participants: 125
 Question Respondents: 41
 No Response Count: 84
 Response Rate: 33%

Figure 47c: Please identify the source of your sales by percentage: United States	Count	Percent of Question Respondents
0%	12	24.49%
1-9%	8	16.33%
10-19%	5	10.20%
20-29%	3	6.12%
30-39%	4	8.16%

40-49%	2	4.08%
50-59%	5	10.20%
60-69%	2	4.08%
70-79%	3	6.12%
80-89%	2	4.08%
90-99%	3	6.12%
Total	49	

Survey Participants: 125
 Question Respondents: 49
 No Response Count: 76
 Response Rate: 39%

Figure 47d: Please identify the source of your sales by percentage: National	Count	Percent of Question Respondents
0%	7	10.14%
1-9%	10	14.49%
10-19%	20	28.99%
20-29%	11	15.94%
30-39%	4	5.80%
40-49%	7	10.14%
50-59%	4	5.80%
60-69%	2	2.90%
80-89%	2	2.90%
90-99%	2	2.90%
Total	69	

Survey Participants: 125
 Question Respondents: 69
 No Response Count: 56
 Response Rate: 55%

Figure 47e: Please identify the source of your sales by percentage: Provincial	Count	Percent of Question Respondents
0%	8	10.26%

1-9%	17	21.79%
10-19%	21	26.92%
20-29%	10	12.82%
30-39%	6	7.69%
40-49%	3	3.85%
50-59%	5	6.41%
60-69%	1	1.28%
70-79%	3	3.85%
80-89%	2	2.56%
90-99%	1	1.28%
100%	1	1.28%
Total	78	

Survey Participants: 125
Question Respondents: 78

Figure 47f: Please identify the source of your sales by percentage: Local / Regional	Count	Percent of Question Respondents
0%	4	4.00%
1-9%	12	12.00%
10-19%	10	10.00%
20-29%	9	9.00%
30-39%	3	3.00%
40-49%	3	3.00%
50-59%	3	3.00%
60-69%	4	4.00%
70-79%	6	6.00%
80-89%	7	7.00%
90-99%	12	12.00%
100%	27	27.00%
Total	100	

Survey Participants: 125
Question Respondents: 100
No Response Count: 25
Response Rate: 80%

Figure 48.: International trade status	Count	Percent of Question Respondents
Import	36	32%
Export	44	39%
None	23	20%
Not applicable	34	30%
Total	137	

Survey Participants: 125
 Question Respondents: 114
 No Response Count: 11
 Response Rate: 91%

Figure 49.: Do you engage in government procurement?	Count	Percent of Question Respondents
Yes	14	19%
No	59	81%
Total	73	

Survey Participants: 98
 Question Respondents: 73
 No Response Count: 25
 Response Rate: 74%

Figure 50.:Source of Majority of Supplies	Count	Percent of Question Respondents
Local	31	37%
Provincial	31	37%
National	15	18%
United States	6	7%
International	9	11%
Total	92	

Figure 50b: Please identify the source of your supplies by percentage: Local / Regional	Count	Percent of Question Respondents
0%	5	6.02%
1-9%	11	13.25%
10-19%	18	21.69%
20-29%	4	4.82%
30-39%	4	4.82%
40-49%	6	7.23%
50-59%	4	4.82%
60-69%	6	7.23%
70-79%	2	2.41%
80-89%	2	2.41%
90-99%	9	10.84%
100%	12	14.46%
Total	83	

Survey Participants: 125
 Question Respondents: 83
 No Response Count: 42
 Response Rate: 66%

Figure 50c: Please identify the source of your supplies by percentage: Provincial	Count	Percent of Question Respondents
0%	8	10.39%
1-9%	7	9.09%
10-19%	11	14.29%
20-29%	9	11.69%
30-39%	2	2.60%
40-49%	3	3.90%
50-59%	6	7.79%
60-69%	6	7.79%
70-79%	7	9.09%
80-89%	6	7.79%
90-99%	7	9.09%
100%	5	6.49%
Total	77	

Survey Participants: 125
 Question Respondents: 77
 No Response Count: 48
 Response Rate: 62%

Figure 50d: Please identify the source of your supplies by percentage: National	Count	Percent of Question Respondents
0%	7	9.59%
1-9%	10	13.70%
10-19%	14	19.18%
20-29%	12	16.44%
30-39%	3	4.11%
40-49%	6	8.22%
50-59%	7	9.59%
60-69%	2	2.74%
70-79%	3	4.11%
80-89%	5	6.85%
90-99%	3	4.11%
100%	1	1.37%
Total	73	

Survey Participants: 125
 Question Respondents: 73
 No Response Count: 52
 Response Rate: 58%

Figure 50e: Please identify the source of your supplies by percentage: United States	Count	Percent of Question Respondents
0%	9	15.79%
1-9%	12	21.05%
10-19%	12	21.05%
20-29%	10	17.54%
30-39%	2	3.51%
40-49%	2	3.51%
50-59%	4	7.02%
60-69%	1	1.75%
70-79%	1	1.75%

80-89%	2	3.51%
90-99%	2	3.51%
Total	57	

Survey Participants: 125
 Question Respondents: 57
 No Response Count: 68
 Response Rate: 46%

Figure 50f: Please identify the source of your supplies by percentage: International	Count	Percent of Question Respondents
0%	15	34.88%
1-9%	7	16.28%
10-19%	3	6.98%
20-29%	3	6.98%
30-39%	2	4.65%
40-49%	1	2.33%
50-59%	4	9.30%
60-69%	1	2.33%
70-79%	2	4.65%
80-89%	1	2.33%
90-99%	2	4.65%
100%	2	4.65%
Total	43	
Survey Participants:	125	
Question Respondents:	43	
No Response Count:	82	
Response Rate:	34%	

Do you supply your products or services to any company in the community or region?	Count	Percent of Question Respondents
Yes	30	61%
No	19	39%
Total	49	

Survey Participants: 125
 Question Respondents: 49

No Response Count: 76

Response Rate: 39%

What products or services, if any, are you purchasing from outside the area for which you would like to have a local supplier?	Count	Percent of Question Respondents
Aluminum pipe	1	2.13%
Arts and crafts	1	2.13%
Beeswax	1	2.13%
Chemicals	1	2.13%
Chocolate	1	2.13%
Coffee	1	2.13%
Computers / Software	1	2.13%
Construction supplies	1	2.13%
Gardening supplies and equipment	1	2.13%
Garments for printing	1	2.13%
Graphic design services	1	2.13%
Graphite	1	2.13%
Hops	1	2.13%
Industrial park services	1	2.13%
Lumber ink	1	2.13%
Machine parts & supplies	1	2.13%
Malted grain	1	2.13%
Metal working services	1	2.13%
Office supplies	1	2.13%
Packaging Supplies and Services	1	2.13%
Paper	1	2.13%
Powder Coating	1	2.13%
Printing services	1	2.13%
Quartz	1	2.13%
Soap making materials	1	2.13%
Tarp wrap	1	2.13%
Woodworking services	1	2.13%
Bees	2	4.26%
Steel	2	4.26%
Meats & Dairy / Fruits and Vegetables / Grains	3	6.38%
Packaging services	3	6.38%
None	4	8.51%
Total	41	

Survey Participants: 98

Question Respondents: 47

No Response Count: 51
 Response Rate: 48%

Figure 51.: If majority of products/services are being purchased from outside of the area, why are they NOT being purchased from within the area?	Count	Percent of Question Respondents
No control - head office decision	1	2%
Unaware of local vendors	1	2%
Loyalty to current supplier	2	3%
No applicable to this business	2	3%
Quality of available products	4	6%
Higher costs locally	16	26%
Product not available here	54	87%
Other	4	6%
Total	84	

Survey Participants: 98
 Question Respondents: 62
 No Response Count: 36
 Response Rate: 63%
No control - head office decision 1 2%

Figure 51b: If majority of products/services are being purchased from outside of the area, why are they NOT being purchased from within the area?: If <i>Other</i>, specify	Count	Percent of Question Respondents
Regulations	1	1.61%
Not available here	2	3.23%

Total	3	
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Survey Participants:	98
Question Respondents:	4
No Response Count:	0
Parent Question 'Other' Respondents:	4
Parent Question Respondents:	62

Facilities and Equipment

Figure 52.:What is the square footage of your current facility?: Square feet	Count	Percent of Question Respondents
less than 1,000 sq ft	28	27%
1,000-4,999 sq ft	36	34%
5,000-9,999 sq ft	11	10%
10,000-19,999 sq ft	14	13%
20,000 sq ft or more	16	15%
Total	105	

Survey Participants:	125
Question Respondents:	105
No Response Count:	20
Response Rate:	84%

Figure 53.: Condition of facility	Count	Percent of Question Respondents
Excellent	41	36%
Good	51	44%
Fair	19	17%
Poor	4	3%
Total	115	

Survey Participants: 125
 Question Respondents: 115
 No Response Count: 10

Figure 54.: Condition of equipment	Count	Percent of Question Respondents
Excellent	38	34%
Good	57	50%
Fair	16	14%
Poor	2	2%
Total	113	

Survey Participants: 125
 Question Respondents: 113
 No Response Count: 12

Figure 55.: Status of facility	Count	Percent of Question Respondents
Leased	38	32%
Owned	80	68%
Total	118	

Survey Participants: 125
 Question Respondents: 118
 No Response Count: 7
 Response Rate: 94%

Figure 56.: Status of facility: If <i>Leased</i>, what is the length of term remaining	Count	Percent of Question Respondents
<1 Year	15	65%
1-2 Years	1	4%
3-5 Years	5	22%
>5 Years	2	9%

Total	23	
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Survey Participants: 125
Question Respondents: 23
No Response Count: 15
Parent Question 'Leased' Respondents: 38
Parent Question Respondents: 118
Response Rate: 61%

Figure 56b: Are you planning on renewing current lease?	Count	Percent of Question Respondents
Yes	27	50.00%
No	10	18.52%
Total	37	

Survey Participants: 125
Question Respondents: 54
No Response Count: 0
Parent Question 'Leased' Respondents: 38
Parent Question Respondents: 118
Response Rate: 100%

Figure 57.: Do you have a preference of lease vs own?	Count	Percent of Question Respondents
Lease	8	17%
Own	38	83%
Total	46	

Survey Participants: 125

Question
 Respondents: 46
 No Response Count: 79
 Response Rate: 37%

Figure 58.: Historical investment trends: Over past 18 months in the <i>facility</i>	Count	Percent of Question Respondents
Declining	6	6%
Staying the same	39	38%
Increasing	57	56%
Total	102	

Survey Participants: 125
 Question
 Respondents: 102
 No Response Count: 23
 Response Rate: 82%

Figure 59.: Is there room for expansion at this site?	Count	Percent of Question Respondents
Yes	76	67%
No	30	26%
Maybe	8	7%
Total	114	

Survey Participants: 125
 Question
 Respondents: 114
 No Response Count: 11
 Response Rate: 91%

Figure 60.: Does the company plan to expand in the next three years?	Count	Percent of Question Respondents
Yes	81	68%
No	39	33%
Total	120	

Survey Participants: 125
 Question Respondents: 120
 No Response Count: 5
 Response Rate: 96%

Figure 60b: Are there any local expansion plans in the next 12 - 18 months?	Count	Percent of Question Respondents
Yes	65	55.08%
No	53	44.92%
Total	118	

Survey Participants: 125
 Question Respondents: 118
 No Response Count: 7
 Response Rate: 94%

Figure 61.: Does the company plan to expand in the next three years?: Is your current site adequate for the proposed expansion?	Count	Percent of Question Respondents
Yes	55	73%
No	20	27%
Total	75	

Survey Participants: 125
 Question Respondents: 75
 No Response Count: 6
 Parent Question 'Yes' Respondents: 81
 Parent Question Respondents: 120
 Response Rate: 93%

Figure 62.: Does the company plan to expand in the next three years?: Will it be in this community?	Count	Percent of Question Respondents
Yes	68	89%
No	8	11%
Total	76	

Survey Participants: 125
 Question Respondents: 76
 No Response Count: 5
 Parent Question 'Yes' Respondents: 81
 Parent Question Respondents: 120
 Response Rate: 94%

Figure 63.: Does the company plan to expand in the next three years?: Estimated total investment	Count	Percent of Question Respondents
Less than \$25,000	11	21%
\$25,000-\$99,999	5	10%
\$100,000-\$499,999	16	31%
\$500,000-\$999,999	4	8%
\$1-\$4.9 million	9	17%
\$5-\$9.9 million	2	4%
\$10-19.9 million	1	2%
\$20 million and over	4	8%
Total	52	

Survey Participants: 125
 Question Respondents: 52
 No Response Count: 29
 Parent Question 'Yes' Respondents: 81

Parent Question
Respondents: 120

Response Rate: 64%

Figure 64.: Does the company plan to expand in the next three years?: Approximate percentage equipment/technology	Count	Percent of Question Respondents
0%	1	2%
Under 50%	9	18%
50 to 99%	18	36%
100%	22	44%
Total	50	

Survey Participants: 125

Question Respondents: 50

No Response Count: 31

Parent Question 'Yes' Respondents: 81

Parent Question Respondents: 120

Response Rate: 62%

Figure 65.: Does the company plan to expand in the next three years?: Approximate percentage real estate	Count	Percent of Question Respondents
0%	11	25%
Under 50%	12	27%
50 to 99%	10	23%
100%	11	25%
Total	44	

Survey Participants: 125

Question Respondents: 44

No Response Count: 37

Parent Question 'Yes' 81
 Respondents:
 Parent Question 120
 Respondents:
 Response Rate: 54%

Figure 66.: Does the company plan to expand in the next three years?: Estimated facility size increase (square feet)	Count	Percent of Question Respondents
Less than 1,000 sq ft	12	36%
1,000 to 4,999 sq ft	11	33%
5,000-9,999 sq ft	6	18%
10,000-19,999 sq ft	3	9%
20,000 sq ft or more	1	3%
Total	33	

Survey Participants: 125
 Question 33
 Respondents:
 No Response Count: 48
 Parent Question 'Yes' 81
 Respondents:
 Parent Question 120
 Respondents:
 Response Rate: 41%

Figure 67.: Have there been any recent facility upgrades?	Count	Percent of Question Respondents
Yes	35	73%
No	13	27%
Total	48	

Survey Participants: 125
 Question 48
 Respondents:
 No Response Count: 77
 Response Rate: 38%

Figure 67b: Have there been any recent facility upgrades? If Yes, when?: Month scale	Count	Percent of Question Respondents
3	6	18%
6	5	15%
12	12	36%
18	4	12%
24	2	6%
36	4	12%
Total	33	

Survey Participants: 125
 Question Respondents: 33
 No Response Count: 2
 Parent Question 'Yes' Respondents: 35
 Parent Question Respondents: 48
 Response Rate: 94%

Figure 68.: Planning any upgrades to the facility?	Count	Percent of Question Respondents
Yes	23	51%
No	22	49%
Total	45	

Survey Participants: 125
 Question Respondents: 45
 No Response Count: 80
 Response Rate: 36%

Figure 68b: Planning any upgrades to the facility? If Yes, when?: Month scale	Count	Percent of Question Respondents

3	5	23.81%
6	4	19.05%
12	10	47.62%
18	1	4.76%
24	1	4.76%
Total	21	

Survey Participants: 125

Question Respondents: 21

No Response Count: 2

Parent Question 'Yes' Respondents: 23

Parent Question Respondents: 45

Response Rate: 91%

3 5 23.81%

Figure 69.: If No, are there any barriers to upgrading you wish to identify?	Count	Percent of Question Respondents
Owership	1	14%
Poor access to site	1	14%
Taxes	1	14%
Space	2	29%
None	2	29%
Total	7	
Survey Participants:	125	

Question Respondents: 7

No Response Count: 15

Parent Question 'No' Respondents: 22

Parent Question Respondents: 45

Response Rate: 32%

Figure 70.: What, if any, are the major constraints on your expansion? (Please check all that are applicable)	Count	Percent of Question Respondents
Energy costs	2	3%
Energy reliability	3	4%
Roads	3	4%
Broadband access	4	5%
Warehousing	8	11%
Local regulations e.g. zoning	9	12%
Problems with DAs	9	12%
Transport/freight	10	13%
Lack of skilled staff	11	14%
Other (please specify):	11	14%
Identifying and accessing new markets	18	24%
Lack of suitable premises	18	24%
Finance	33	43%
Total	139	

Survey Participants: 125
 Question Respondents: 76
 No Response Count: 5
 Parent Question 'Yes' Respondents: 81
 Parent Question Respondents: 120
 Response Rate: 94%

Figure 70b: What, if any, are the major constraints on your expansion? (Please check all that are applicable): Other (please specify)	Count	Percent of Question Respondents
Economic uncertainty	1	8%

Problems with development approvals	1	8%
Resources	1	8%
Skilled labour supply	1	8%
Time	1	8%
Demand for service / product	2	15%
Lack of Suitable Premises	3	23%
Total	10	
Survey Participants:	125	
Question Respondents:	13	
No Response Count:	0	
Parent Question 'Other (please specify):' Respondents:	13	
Parent Question Respondents:	76	
Response Rate:	100%	

Figure 71.: Have you approached anybody in local/provincial/federal government or business development organizations to discuss your expansion plans?	Count	Percent of Question Respondents
Yes	22	25.29%
No	65	74.71%
Total	87	

Survey Participants: 125
 Question Respondents: 87
 No Response Count: 38
 Response Rate: 70%

Figure 71b: If Yes, which have you approached?	Count	Percent of Question Respondents
Chamber of Commerce	1	5%
BC Ministry responsible for	2	9%

Economic Development		
Local Economic Development Office	4	18%
Community Futures	5	23%
BC Hydro	6	27%
Local Council	6	27%
Other (please specify):	13	59%
Total	37	

Survey Participants: 125

Question Respondents: 22

No Response Count: 0

Parent Question 'Yes' Respondents: 22

Parent Question Respondents: 87

Response Rate: 100%

Figure 71c: If Yes, which have you approached?: Other (please specify)	Count	Percent of Question Respondents
CBT (Columbia Basin Trust)	1	4.55%
Export Development Corporation	1	4.55%
Forest Product Innovations	1	4.55%
KRIC (Kootenay Rockies Innovation Council)	1	4.55%
Provincial Government	1	4.55%
RDCK (Regional District of Central Kootenay)	1	4.55%
Regional Directors (MP & MLA)	1	4.55%
BBA (Basin Business Advisors)	2	9.09%

BDC (Business Development Bank of Canada)	2	9.09%
MLA	2	9.09%
Banks / Credit unions	3	13.64%
Banks	4	18.18%
Total	20	

Survey Participants: 125

Question Respondents: 13

No Response Count: 0

Parent Question 'Other' Respondents: 13

Parent Question Respondents: 22

Response Rate: 100%

Figure 72.: Have you factored improvements in energy efficiency in your expansion plans?	Count	Percent of Question Respondents
Yes	33	60%
No	22	40%
Total	55	

Survey Participants: 98

Question Respondents: 55

No Response Count: 43

Response Rate: 56%

Figure 73.: Are you aware of BC Hydro Power Smart resources that are available to you?	Count	Percent of Question Respondents

Yes	72	65%
No	39	35%
Total	111	

Survey Participants: 125
 Question Respondents: 111
 No Response Count: 14
 Response Rate: 89%

Government Services

Figure 74.: Government Services	Not Applicable	% Not Applicable	Poor	% Poor	Fair	% Fair	Good	% Good	Excellent	% Excellent	Respondents
Access to Port Facilities	37	73%	8	16%	0	0%	5	10%	1	2%	51
Access to US Border	11	22%	2	4%	7	14%	22	43%	9	18%	51
Access to airport facilities	17	17%	37	36%	17	17%	18	17%	14	14%	103
Access to highway/ roads	2	2%	9	8%	16	15%	51	48%	29	27%	107
Access to markets	1	1%	14	13%	20	19%	59	56%	12	11%	106
Access to suppliers	2	2%	15	14%	31	30%	48	46%	9	9%	105
Availability of appropriately zoned land	19	23%	22	26%	9	11%	30	36%	4	5%	84
Availability of buildings for lease or purchase	18	21%	33	38%	12	14%	19	22%	5	6%	87
Availability of rail transport	43	58%	20	27%	3	4%	3	4%	5	7%	74
Availability of road transport services	5	5%	19	18%	30	28%	43	40%	10	9%	107
Availability of warehousing	30	36%	18	22%	9	11%	23	28%	3	4%	83
Development approval process	27	33%	12	15%	13	16%	24	29%	6	7%	82

Disposal of waste material	5	5%	11	12%	20	22%	50	54%	7	8%	93
Inspections /licensing	15	18%	7	8%	7	8%	48	56%	8	9%	85
Recycling	2	2%	13	13%	11	11%	55	57%	16	16%	97
Telecommunications (internet, cell)	1	1%	17	18%	27	28%	39	41%	12	13%	96
Water and sewerage supply	8	9%	9	10%	8	9%	56	61%	11	12%	92

Survey Participants: 125
152

Figure 74b: Please rate the following: Other (please specify)	Please rate the following: Other (please specify)	Count	Percent of Question Respondents
Condition of Highway	Poor	1	5%
Emergency Services	Poor	1	5%
Ferry Service	Poor	1	5%
Hospital services	Poor	1	5%
Liquor control Board	Poor	3	16%
PST regulations	Poor	1	5%
Postal Service	Excellent	1	5%
Front Counter BC	Fair	1	5%
Promoting the community (growth)	Poor	1	5%
Provide information regarding geothermal regulations	Poor	1	5%
Regional Government Services	Good	1	5%
SR & ED Tax Incentive Program	Poor	1	5%
Snow Removal	Fair	1	5%
Total		15	79%
Survey Participants:	125		

Question Respondents:	19		
No Response Count:	106		
Response Rate:	15%		

Figure 75.: Do you have any suggestions on how to improve any of the services and infrastructure listed above?	Count	Percent of Question Respondents
Yes	73	65%
No	39	35%
Total	112	

Survey Participants: 125
 Question Respondents: 112
 No Response Count: 13
 Response Rate: 90%

Figure 75b: Do you have any suggestions on how to improve any of the services and infrastructure listed above?: If Yes, how?	Count	Percent of Question Respondents
Access to suppliers	1	1.39%
Develop an industrial park	1	1.39%
Improve Rail Services	1	1.39%
Improve ferry service	1	1.39%
Improve food processing infrastructure	1	1.39%
Increase Border Crossing Services	1	1.39%
Increase CFIA services	1	1.39%
Increase Water Services	1	1.39%
Increase public transportation	1	1.39%
Review land use and zoning	1	1.39%
Snow removal	1	1.39%
Streamline development approval processes	1	1.39%
Address land zoning issues	2	2.78%
Consider more and proper signage	2	2.78%

Improve Waste Management / Recycling	2	2.78%
Increase attention to community and business needs	2	2.78%
Streamline granting of permits	2	2.78%
Restructure taxes	5	6.94%
Improve highway and road quality and service	6	8.33%
Improve recycling and waste management	6	8.33%
Improve Airport service	10	13.89%
Improve shipping and receiving	11	15.28%
Expand electronic communication services (Cell phone/ Internet/ Broadband/Fiber)	15	20.83%
Total	75	
Survey Participants:	125	

Question Respondents: 72

No Response Count: 1

Parent Question 'Yes' Respondents: 73

Parent Question Respondents: 112

Response Rate: 99%

Figure 76.: Which airport services do you use?	Count	Percent of Question Respondents
Bonnors Ferry	1	2%
Kalispell	1	2%
Trail	2	5%
Calgary	6	14%
Spokane	7	16%
Cranbrook	10	23%
Kelowna	13	30%

Castlegar	15	34%
None	5	11%
Total	60	
Survey Participants:	125	
Question Respondents:	44	
No Response Count:	81	
Response Rate:	35%	

Figure 77.: Which airport services do you use?: What services would you like to see at the local airport? (where appropriate)	Count	Percent of Question Respondents
Development of a local airport	1	3%
Food service	1	3%
Freight shipping	1	3%
More destinations	1	3%
Passenger service	1	3%
Shuttle service	1	3%
Scheduled flights	2	6%
More flights	3	9%
Better flight reliability	5	15%
Improvements to navigational aids	8	24%
Total	24	
Survey Participants:	125	
Question Respondents:	33	
No Response Count:	92	
Response Rate:	26%	

Business Climate

Figure 78.: Please rate the local business climate	Count	Percent of Question Respondents
Excellent	7	6%
Good	52	43%
Fair	47	39%
Poor	14	12%
Total	120	

Survey Participants: 125

Question Respondents:	120
No Response Count:	5
Response Rate:	96%

Figure 79.: Business climate ratings	No Opinion	% No Opinion	Poor	% Poor	Fair	% Fair	Good	% Good	Excellent	% Excellent	Respondents
BIA	17	68%	2	8%	1	4%	4	16%	1	4%	25
Chamber of Commerce	13	27%	7	15%	7	15%	17	35%	4	8%	48
Colleges/Universities	19	16%	28	24%	22	19%	41	35%	6	5%	116
Community Futures	18	38%	0	0%	2	4%	19	40%	9	19%	48
Cultural/Recreational Amenities	3	3%	6	5%	21	18%	52	44%	37	31%	119
Economic Development	12	10%	25	22%	46	40%	30	26%	3	3%	116
Housing	10	8%	33	28%	29	24%	42	35%	5	4%	119
K-12 education	17	14%	13	11%	14	12%	62	53%	12	10%	118
Local Government	14	12%	19	16%	34	29%	44	38%	6	5%	117
Local Tax Structure	24	21%	23	20%	37	32%	30	26%	3	3%	117
Technical Training	22	19%	44	39%	22	19%	22	19%	4	4%	114
Tourism services	5	10%	4	8%	10	20%	24	48%	7	14%	50
Workforce Availability	10	8%	24	20%	39	33%	39	33%	6	5%	118

Workforce Quality	8	7%	17	15%	30	26%	51	44%	9	8%	115
Workforce Stability	14	12%	22	19%	34	29%	39	33%	8	7%	117

Survey Participants: 125

Figure 80.: Please compare the local business climate today versus 5 years ago	Count	Percent of Question Respondents
Better today	51	43%
No change	21	18%
Worse today	34	29%
No opinion	12	10%
Total	118	

Survey Participants: 125
 Question Respondents: 118
 No Response Count: 7
 Response Rate: 94%

Figure 80b: Please compare the local business climate today versus 5 years ago: If worse today, why?	Count	Percent of Question Respondents
Declining market	1	3%
Disposable income is down	1	3%
Legalization of marijuana across the border	1	3%
Less tourists	1	3%
Locals shopping elsewhere	1	3%
More competition	1	3%
Online shopping	1	3%
Poor Government Relations	1	3%
Strong Canadian dollar	1	3%
Weak Canadian dollar	1	3%
Forestry downturn	2	6%
Business failures	3	9%
Population (low/aging/declining)	3	9%
Declining economy	7	22%
Recession	12	38%

Total	37	

Survey Participants: 125
 Question Respondents: 32
 No Response Count: 2
 Parent Question 'Worse today' Respondents: 34
 Parent Question Respondents: 118
 Response Rate: 94%

Figure 81.: Do you have any forecast for the condition of the local business climate 5 years from today?	Count	Percent of Question Respondents
Will be better	77	66%
No change	26	22%
Will be worse	6	5%
No opinion	8	7%
Total	117	

Survey Participants: 125
 Question Respondents: 117
 No Response Count: 8
 Response Rate: 94%

Figure 82.: What are the community's strengths as a place to do business?	Count	Percent of Question Respondents
Above average household incomes	1	1%
Affluent residents	1	1%
Canadian regulations	1	1%
Large industrial base	1	1%
Low competition	1	1%
Low crime	1	1%
Progressive	1	1%
Proximity to airport	1	1%
Quality of life	1	1%
Shop local awareness	1	1%
Social network	1	1%

Community commitment to local businesses	2	2%
Friendliness	2	2%
Natural beauty	2	2%
Skilled workforce	2	2%
Word of mouth	2	2%
Affordable	3	3%
Customer loyalty	4	3%
Environment	4	3%
Outdoor activities	4	3%
Stable economy	4	3%
Workforce	4	3%
Recreational opportunities	5	4%
Great place to live	6	5%
Tourism	10	9%
Location	18	16%
Supportive community	18	16%
Lifestyle	22	19%
Total	123	
Survey Participants:	125	
Question Respondents:	115	
No Response Count:	10	
Response Rate:	92%	

Figure 83.: What are the community's weaknesses as a place to do business?	Count	Percent of Question Respondents
Access to skilled labour	1	1%
Aging infrastructure	1	1%
Cyclical nature of markets	1	1%
High business taxes	1	1%
Lack of local services	1	1%
Lack of skilled workforce	1	1%
Lack of support for local businesses	1	1%
Lack of water	1	1%
Risk aversion	1	1%

Seasonality	1	1%
Suitable staff	1	1%
Transient population	1	1%
Transportation costs	1	1%
Underground economy	1	1%
Available space	2	2%
Poor customer service	2	2%
Resistance to change	2	2%
Tax structure	2	2%
Internet access	3	3%
Low population	3	3%
Economic climate	4	4%
Poor road conditions	4	4%
Development Constraints (Zoning/Bureaucracy/Permits)	7	6%
High cost of living	10	9%
Location	10	9%
Population (size/growth/aging)	11	10%
Geographic isolation	16	14%
Shipping and Receiving costs	20	18%
Total	110	
Survey Participants:	125	
Question Respondents:	114	
No Response Count:	11	

Response Rate: 91%

Figure 84.: Are there any barriers to growth in this community?	Count	Percent of Question Respondents
Yes	97	82%
No	21	18%
Total	118	

Survey Participants: 125
 Question Respondents: 118
 No Response Count: 7
 Response Rate: 94%

Figure 84b: Are there any barriers to growth in this community? : If Yes, what are they?	Count	Percent of Question Respondents
ALR Restrictions	1	1%
Access to capital	1	1%
Access to markets	1	1%
Airport service	1	1%
Competition	1	1%
Economic seasonality	1	1%
Fear of major employer closing	1	1%
Internet access	1	1%
Lack of planning	1	1%
Poor road conditions	1	1%
Zoning	1	1%
Access to resources	2	2%
Cost of living	2	2%
Geographic constraints	2	2%
Lack of a anchor industry	2	2%
Low income levels	2	2%
Low population	2	2%
Negative attitude	2	2%
Shipping costs	2	2%
Tax structure	2	2%
Affordable housing	3	3%
Infrastructure supporting local economy	3	3%
Availability of land	4	4%

Low economic diversification	4	4%
Cost of doing business	5	5%
Resistance to change	6	6%
Skilled labour	7	7%
Developmental approval process	13	13%
Population (size / growth / age)	13	13%
Geographic isolation	18	19%
Total	105	
Survey Participants:	125	
Question Respondents:	97	

No Response Count: 0

Parent Question 'Yes' Respondents: 97

Parent Question Respondents: 118

Response Rate: 100%

Figure 85.: Level of service from business support providers	Not Applicable	% Not Applicable	Unable to assist	% Unable to assist	Poor	% Poor	Fair	% Fair	Good	% Good	Excellent	% Excellent	Respondents
Basin Business Advisors	25	81%	1	3%	0	0%	0	0%	1	3%	4	13%	31
Chamber of Commerce	8	24%	1	3%	7	21%	4	12%	8	24%	6	18%	34
College Industry Liaison Officer	26	84%	0	0%	0	0%	1	3%	4	13%	0	0%	31
Community Futures	15	47%	2	6%	1	3%	1	3%	6	19%	7	22%	32
Continuing Education and Workforce Training	17	53%	0	0%	1	3%	5	16%	9	28%	0	0%	32
Economic Development Organization / Commission	23	74%	1	3%	1	3%	2	6%	3	10%	1	3%	31
Innovation Councils (Kootenay Association for Science and Technology, Kootenay Rockies Innovation Council)	20	65%	0	0%	1	3%	3	10%	5	16%	2	6%	31
Invest Kootenay	26	87%	1	3%	0	0%	0	0%	3	10%	0	0%	30
National Research Council Industrial Research Assistance	25	83%	0	0%	0	0%	0	0%	3	10%	2	7%	30
Scientific Research and Experimental Development Tax Incentive Program	23	74%	0	0%	3	10%	0	0%	4	13%	1	3%	31
Basin Business Advisors	25	81%	1	3%	0	0%	0	0%	1	3%	4	13%	31

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Survey Participants:

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Figure 86.: Are there suppliers you think could locate in this region?	Count	Percent of Question Respondents
Yes	29	26.85%
No	79	73.15%
Total	108	

Survey Participants: 125
 Question Respondents: 108
 No Response Count: 17
 Response Rate: 86%

Figure 86b: Are there suppliers you think could locate in this region?: If Yes, please list	Count	Percent of Question Respondents
Agricultural suppliers	1	4%
Design Services	1	4%
Farmers	1	4%
Industrial parts	1	4%
Meats & Dairy / Fruits and Vegetables / Grains	1	4%
Packaging materials	1	4%
Skilled labour	1	4%
Building supplies	2	8%
Distributors	2	8%
Forestry Suppliers	2	8%
Retail stores	2	8%
Manufacturers	3	12%
Total	18	

Survey Participants: 125
 Question Respondents: 25
 No Response Count: 4
 Parent Question 'Yes' Respondents: 29
 Parent Question Respondents: 108
 Response Rate: 86%

Figure 87.:Tell us which business, sector, or industry to attract that would strategically benefit you or your industry	Count	Percent of Question Respondents
Agriculture value-added industries	1	1%
Airport services	1	1%
Bridal industry	1	1%
Educational services	1	1%
Green Businesses	1	1%
Hospitality	1	1%
Mountain biking	1	1%
Agriculture	2	3%
Forestry	2	3%
Grocery stores	2	3%
Information Technology	2	3%
Mining and exploration	2	3%
Food businesses	3	4%
Retail Stores	3	4%
Shipping companies	3	4%
Technology businesses	5	6%
Manufacturing	9	11%
Tourism	19	24%
Total	59	
Survey Participants:	125	
Question Respondents:	80	
No Response Count:	45	
Response Rate:	64%	

Figure 88.: Business competitiveness factors	Not applicable	% Not applicable	Not important at all or not very important	% Not important at all or not very important	Somewhat important, very important	% Somewhat important, very important	Respondents
Access to exporting and international markets	15	18%	29	35%	39	47%	83
Accessing capital	7	8%	31	37%	46	55%	84
Add or change in business, products or services	3	4%	21	25%	59	71%	83
Affordable shipping/freight	0	0%	7	8%	77	92%	84
Availability of telecommunications infrastructure and services	3	4%	19	23%	62	74%	84
Energy costs	2	2%	26	31%	56	67%	84
Exchange rate for Canadian dollar	12	14%	15	18%	57	68%	84
Expansion of workforce employees	3	4%	25	30%	56	67%	84
Improvement business management	2	2%	13	16%	67	82%	82
Improvement of customer services	4	5%	9	11%	71	85%	84
Improving worker productivity	6	7%	12	14%	66	79%	84

New market development locally	2	2%	15	18%	67	80%	84
New market development outside of region	1	1%	9	11%	74	88%	84
New product research and development	1	1%	16	19%	67	80%	84
Reliable air transportation	21	25%	41	49%	22	26%	84
Strategic alliances (joining with other businesses to provide products/services)	3	4%	23	27%	58	69%	84
Water/sewer availability	16	19%	35	42%	32	39%	83
Water/sewer costs	22	27%	34	41%	27	33%	83
Workforce skill development	3	4%	12	14%	68	82%	83
Workplace health and safety	1	1%	12	15%	69	84%	82

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Survey Participants:

Figure 89.: Performance of key productivity drivers	Not Applicable	% Not Applicable	Poor	% Poor	Fair	% Fair	Good	% Good	Excellent	% Excellent	Respondents
Innovation & the use of technology	1	1%	1	1%	18	24%	30	40%	25	33%	75
Investing in people and skills	4	5%	1	1%	13	18%	33	45%	22	30%	73
Leadership and management capacity	0	0%	1	1%	10	13%	38	51%	26	35%	75
Measuring impact of productivity efforts/ investments	3	4%	7	10%	21	29%	26	36%	15	21%	72
Networking and collaboration with other businesses	4	5%	6	8%	16	21%	33	44%	16	21%	75
Organizing work (structures & processes)	1	1%	2	3%	9	12%	34	47%	27	37%	73
Productive workplace culture	1	1%	1	1%	5	7%	42	56%	26	35%	75

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Survey Participants:

Figure 90.: Please indicate which economic drivers have the greatest potential for growth in the region over the next 5 to 10 years. (please pick top 3)	Count	Percent of Question Respondents
Other niche service businesses (e.g. services to seniors)	6	8%
Construction	8	10%
Education	8	10%
Health & wellness	8	10%
Agriculture	11	14%
Green or environmental businesses	15	19%
Arts	18	23%
culture and creative businesses	18	23%
Relocation of people from urban centres	20	25%
Forestry	23	29%
Technology-based businesses	23	29%
Manufacturing	27	34%
Tourism	64	80%
Other	21	26%
Total	270	

Survey Participants: 98
 Question Respondents: 80
 No Response Count: 18
 Response Rate: 82%

Figure 90b: Please indicate which economic drivers have the greatest potential for growth in the region over the next 5 to 10 years. (please	Count	Percent of Question Respondents
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pick top 3): If <i>Other</i> please specify		
Hospitality	1	1.25%
Retail	1	1.25%
Social entrepreneurship	1	1.25%
Transportation	1	1.25%
Mining	11	13.75%
Total	15	

Survey Participants: 98
 Question Respondents: 16
 No Response Count: 5
 Parent Question 'Other' Respondents: 21
 Parent Question Respondents: 80
 Response Rate: 76%

Figure 91.: Is your business impacted by its proximity to the Alberta border?	Count	Percent of Question Respondents
Yes	16	46%
No	19	54%
Total	35	

Survey Participants: 98
 Question Respondents: 35
 No Response Count: 63
 Response Rate: 36%

Figure 91b: Is your business impacted by its proximity to the Alberta border?: If Yes, please explain	Count	Percent of Question Respondents
Negative - Alberta competition	1	6%
Negative - Loss of sales to Alberta	2	13%

Negative - Workforce migration to Alberta	2	13%
Positive - Alberta suppliers	2	13%
Positive - Alberta tourists	2	13%
Positive - Alberta customers	7	44%
Total	16	

Survey Participants:	98
Question Respondents:	16
No Response Count:	0
Parent Question 'Yes' Respondents:	16
Parent Question Respondents:	35
Response Rate:	100%

Assessment and Plans

Figure 92.: Rate the following: Facility's overall health	Count	Percent of Question Respondents
Excellent	21	18%
Good	70	60%
Fair	21	18%
Poor	5	4%
Total	117	

Survey Participants:	125
Question Respondents:	117
No Response Count:	8
Response Rate:	94%

Figure 93.: Rate the following: Overall health of the parent company	Count	Percent of Question Respondents
Excellent	5	5%
Good	13	13%
Fair	1	1%
Not applicable	79	81%
Total	98	

Survey Participants: 125
 Question Respondents: 98
 No Response Count: 27
 Response Rate: 78%

Figure 94.: Rate the following: Local management's attitude toward the community	Count	Percent of Question Respondents
Excellent	51	45%
Good	51	45%
Fair	10	9%
Poor	2	2%
Total	114	

Survey Participants: 125
 Question Respondents: 114
 No Response Count: 11
 Response Rate: 91%

Figure 95.: Rate the following: Parent company's attitude towards the community	Count	Percent of Question Respondents
Excellent	6	6%
Good	10	10%
Fair	1	1%
Poor	1	1%
Not applicable	78	81%
Total	96	

Survey Participants: 125
 Question Respondents: 96
 No Response Count: 29
 Response Rate: 77%

Figure 96.: Rate the risk: Facility closing in the next 1 - 3 years	Count	Percent of Question Respondents
High	3	3%
Moderate	11	9%
Low	105	88%
Total	119	

Survey Participants: 125
 Question Respondents: 119
 No Response Count: 6
 Response Rate: 95%

Figure 97.: Rate the risk: Facility downsizing in the next 1 - 3 years	Count	Percent of Question Respondents
High	6	5%
Moderate	16	14%
Low	95	81%
Total	117	

Survey Participants: 125
 Question Respondents: 117
 No Response Count: 8
 Response Rate: 94%

APPENDIX B: NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) CODES

31-33 - Manufacturing⁹

This sector comprises establishments primarily engaged in the chemical, mechanical or physical transformation of materials or substances into new products. These products may be finished, in the sense that they are ready to be used or consumed, or semi-finished, in the sense of becoming a raw material for an establishment to use in further manufacturing. Related activities, such as the assembly of the component parts of manufactured goods; the blending of materials; and the finishing of manufactured products by dyeing, heat-treating, plating and similar operations are also treated as manufacturing activities. Manufacturing establishments are known by a variety of trade designations, such as plants, factories or mills.

Manufacturing establishments may own the materials which they transform or they may transform materials owned by other establishments. Manufacturing may take place in factories or in workers' homes, using either machinery or hand tools.

Units that completely outsource the transformation process but own the input materials are classified to the manufacturing sector. Units that completely outsource the transformation process but do not own the materials are classified to merchant wholesalers in Sector 41 Wholesale trade. These units are in fact buying the completed goods from the producer with the intention to resell it. These units may design the goods being manufactured, and may have some say in the manufacturing process.

Certain activities involving the transformation of goods are classified in other sectors. Some examples are post-harvest activities of agricultural establishments, such as crop drying; logging; the beneficiating of mineral ores; the production of structures by construction establishments; and various activities conducted by retailers, such as meat cutting and the assembly of products such as bicycles and computers.

Sales branches or offices (but not retail stores) maintained by manufacturing, refining, or mining enterprises apart from their plants or mines for the purpose of marketing their products are included in Sector 41 Wholesale trade as merchant wholesalers.

North American Industry Classification System (NAICS) Canada 2017 Version 2.0 - Classification structure	
Code	Subsector
311Food manufacturing	Food manufacturing

⁹ Statistic Canada. North American Industry Classification System (NAICS) Canada 2017 Version 2.0. Available at: <http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=380372&CVD=380373&CPV=31-33&CST=01012017&CLV=1&MLV=5> (Accessed: 27th February 2018).

North American Industry Classification System (NAICS) Canada 2017 Version 2.0 - Classification structure	
Code	Subsector
312Beverage and tobacco product manufacturing	Beverage and tobacco product manufacturing
313Textile mills	Textile mills
314Textile product mills	Textile product mills
315Clothing manufacturing	Clothing manufacturing
316Leather and allied product manufacturing	Leather and allied product manufacturing
321Wood product manufacturing	Wood product manufacturing
322Paper manufacturing	Paper manufacturing
323Printing and related support activities	Printing and related support activities
324Petroleum and coal product manufacturing	Petroleum and coal product manufacturing
325Chemical manufacturing	Chemical manufacturing
326Plastics and rubber products manufacturing	Plastics and rubber products manufacturing
327Non-metallic mineral product manufacturing	Non-metallic mineral product manufacturing
331Primary metal manufacturing	Primary metal manufacturing
332Fabricated metal product manufacturing	Fabricated metal product manufacturing
333Machinery manufacturing	Machinery manufacturing
334Computer and electronic product manufacturing	Computer and electronic product manufacturing
335Electrical equipment, appliance and component manufacturing	Electrical equipment, appliance and component manufacturing
336Transportation equipment manufacturing	Transportation equipment manufacturing
337Furniture and related product manufacturing	Furniture and related product manufacturing
339Miscellaneous manufacturing	Miscellaneous manufacturing